

Public Speaking
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Lecture: 45
Leadership Skills_ Part I

Good morning friends and welcome back to NPTEL online certification course on Public Speaking and the previous lecture we discussed about meeting management. Now before we go to tell you something more about the lecture, which I have planned as leadership skills. Let me tell you that one of the advantages of Public Speaking is that it provides you with umpteen career opportunities since it familiarizes you with different speaking situations and also with myriad people.

Most of you might remember that quite a good many famous names who have created history have been excellent public speakers as well as extraordinary leaders. Hence, Public Speaking and Leadership are very much connected. Now you might be thinking that how is public speaking relative to leadership. My dear friends, you will find that an effective speaker influences, encourages, persuades and wins people through their communicative abilities.

Thus to speak is to influence others with the help of one's conviction, commitment and clarity of vision and these qualities are found even in leaders and their way of working. Hence I'm going to discuss with you leadership skills. But before we go into the depth of the discussion let me share with you a story that I read somewhere about a *mynah* and the elephant. Now what is this story about?

Once an elephant told *mynah* that since long I have been thinking of flying like you if I could flap my wings like you and could see up from the sky-- lands, villages, hamlets rivers and everything, I could really have felt myself blessed. And the *mynah* said--- it is very simple. The *mynah* simply gave a feather to the elephant and told the elephant to keep it in his mouth and then flap his ears. The elephant did so, my dear friends.

The elephant flapped and the elephant started flying and the elephant could see with his wings from the top. The elephant could see rivers, oceans, seas, lands, valleys, mountains and everything and when the elephant came to the ground the elephant thanked *mynah* and said it is only because of you that my wish has been fulfilled. And you know what the *mynah*

replied? The mynah replied that I did nothing, I simply gave you a feather that was old. It was simply because of your belief in it that you could fly. My dear friends, the same is true of someone becoming a great speaker and a great leader. It is all a matter of conviction, it is all a matter of commitment. Now what exactly do you understand or do you think about leadership?

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The slide is titled "What is Leadership?". It features three text boxes and a central image. The top text box defines leadership skills as tools, behaviours, attitudes, and capabilities for motivating, influencing, and directing others. The left text box quotes Rosabeth Ross Kanter: "Leadership is the art of mastering change ... the ability to mobilize others' efforts in new directions." The right text box quotes Vince Lombardi: "Leaders are made, they are not born. They are made by hard effort, which is the price which all of us must pay to achieve any goal that is worthwhile." The central image is a collage of historical figures, including a woman in a white dress, a man in a white turban, and a man in a golden robe. The slide also includes a logo for "Swayam" and a small number "2" in the bottom right corner.

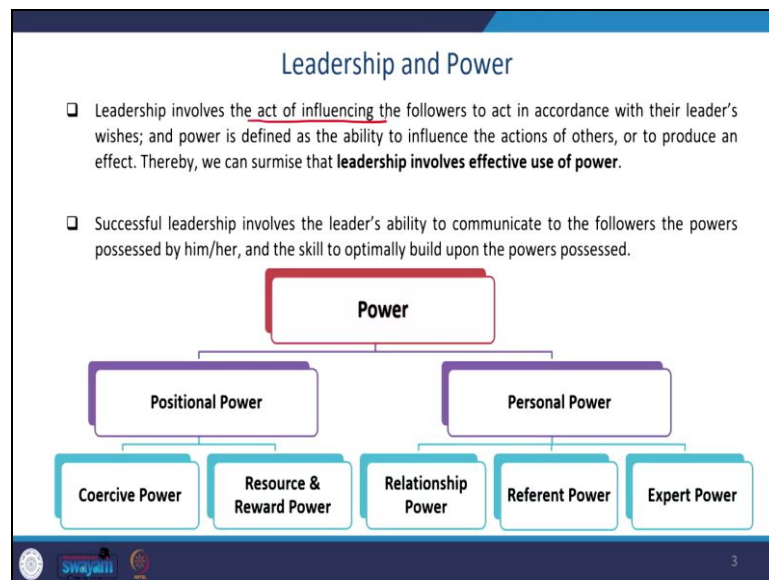
Leadership is also a sort of influencing skills it can actually be understood as tools, behaviours, attitudes, and capabilities that are required in a person to be successful at motivating influencing and directing others. My dear friends, all of you who have been listening to the lectures on Public Speaking might have by now realized that in order to succeed in public speaking, you also need a sort of motivation.

It is actually your influence through which you can win the crowd and you can with your speech and presentation talk and other things. You can direct others. There can be quite a good number of definitions to make us understand what leaders are and what is leadership skills. Let us take a few, one by Rogabeth Ross Kanter who says: "Leadership is the art of mastering change". And as a public speaker you also are going to become a person who is going to bring a sort of change, the ability to mobilize others' efforts in new direction. You have one idea and through your idea of what to influence others and want that they should be persuaded. There is another definition or an observation by Vince Lombardi who says---- "Leaders are made they are not born". But my dear friends we are living in the 21st century where we can say that leaders are not born, leaders can be made.

So, what Vince Lombardi says they are made by what hard effort fine. So, leaders are made they are not born I mean this is just opposite to the view of many people who say that leaders are born, no. So, leaders are made by hard efforts which is actually the price which all of us must pay to achieve on any goal that is worthwhile what is the essence? The instance is that with your hard efforts, with your efforts of influencing, motivating, persuading people you can become a leader.

Now you might be thinking what is it in leadership that actually motivates people and that makes somebody a crowd puller. Leadership has got power, is not it? So, because you can influence people and how can you influence people? With your persuasive act, with your constructive ideas.

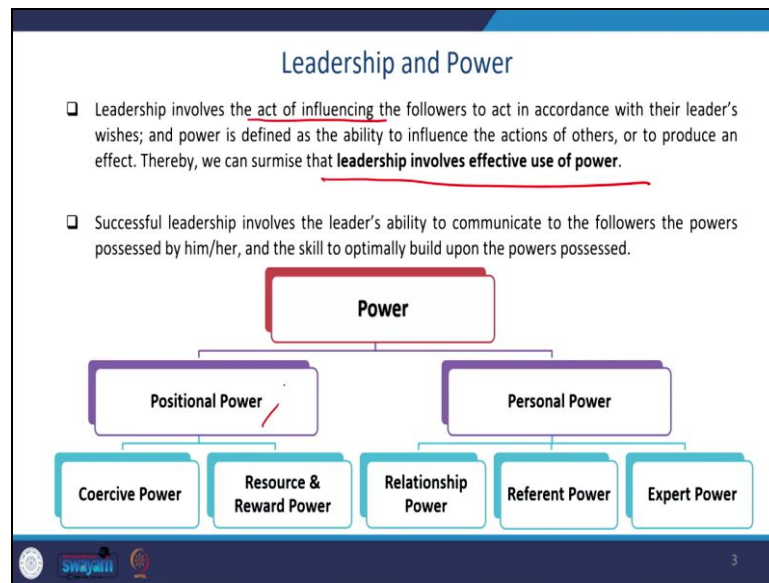
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So, leadership involves the act of influencing the followers in accordance with their leaders wishes and power is defined as the ability to influence the actions of others or to produce an effect that is why leadership actually involves effective use of power. So, far any speaker who can motivate the crowd, say for 30 minutes or for 20 minutes or whatsoever, this entire period he has actually got a power.

And this power not only is reflected for this amount of time, rather it can continue to generate in people a new inspiration and that is why we say leaders can bring change, leaders are powerful. Now you might all be very much eager to know about the abilities which actually can or which actually should a leader have why the leaders are able to control people to attract people and what sort of power do these leaders have positional power, is not it?

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Once you get a position in any organization in any unit in any institution. So, because of your position fine and it is only because of your ability that is within you then we have personal power then we can call coercive power. And this coercive power is also a one element through which you can coerce people, persuade people threaten people induce people and you can always tell them that if you can follow my principle you can be rewarded, fine?

And then resource and reward power, relationship power, fine you will you will find if you can have a look at the sort of leaders who are around you, you can find that there are some leaders which actually believe in creating a sort of relationship. As a public speaker you also when you go to speak on the days or you go to give a professional presentation you are also going to create a sort of rapport ,you are going to create a sort of relationship.

Then referent power and then expert power, because you know more because you have knowledge and that is why you are an expert in that area and that part is called expert power. Francis Bacon, the famous English essay, says---“Knowledge is power”. and this power is derived from one's specialization once expertise is not it. And once ability to have values and the values which can win him or which can bring him laurels.

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- ❑ **Positional Power:** The power which stems from holding a certain title, rank, position or job in an organization.
 - ❑ **Coercive Power:** Compliance through threats and punishments.
 - ❑ **Resource and Reward Power:** Control and manage organizational resources and assets; and the power to honour rewards upon the employees for their achievements.

- ❑ **Personal Power:** The power which stems from the leader's intrinsic worth, skills and competencies.
 - ❑ **Relationship Power:** It is derived from the followers' respect, admiration and trust for their leader emanating from a positive relationship between the leader and his/her followers.
 - ❑ **Referent Power:** The power based on a high degree of fandom and fondness for the power-holder; for instance – in case of celebrities and charismatic leaders.
 - ❑ **Expert Power:** **"Knowledge is power"** – Francis Bacon. The power which is derived from one's knowledge, specialization or expertise and one's ability to dispense valuable output in a task.

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One power we have left that is referent part through which one can exercise a high degree of fandom and fondness. Why people are attracted towards many celebrities fine it is because of their fandom their favouritism and this sort of power, we always say that he can pull crowds that is why you might have also found in many circles people who have got a lot of popularity they are invested with a new power, especially in certain areas, in case of celebrities and charismatic leaders.

Now, many of you also might be thinking that do leaders or can leaders be managers fine is there any connection between leadership and management.

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Leadership Versus Management

Warren Bennis, in his book *'On Becoming a Leader'*, differentiates a leader from a manager in the following respects:

Leader	Manager
Has followers	Has subordinates
Focuses on people	Focuses on system & structure
Inspires trust	Seeks control
Innovates new visions/ ideas	Implements change/ ideas
Develops the organization	Develops people
Makes new policies and rules	Implements rules and policies
Refines & strategizes the vision	Plans and Budgets
Asks questions	Gives directions
Motivates and inspires	Instructs

"Leadership focuses on doing the right things; Management focuses on doing things right."
– Stephen Covey

The diagram shows two doors. On the left, a stick figure labeled 'Manager' is pushing a door away from them. On the right, a stick figure labeled 'Leader' is pulling a door towards them. Below the doors are two boxes: a green one labeled 'PUSH' and a blue one labeled 'PULL'.

"Management is execution; leadership is inspiration."
– John Baldoni

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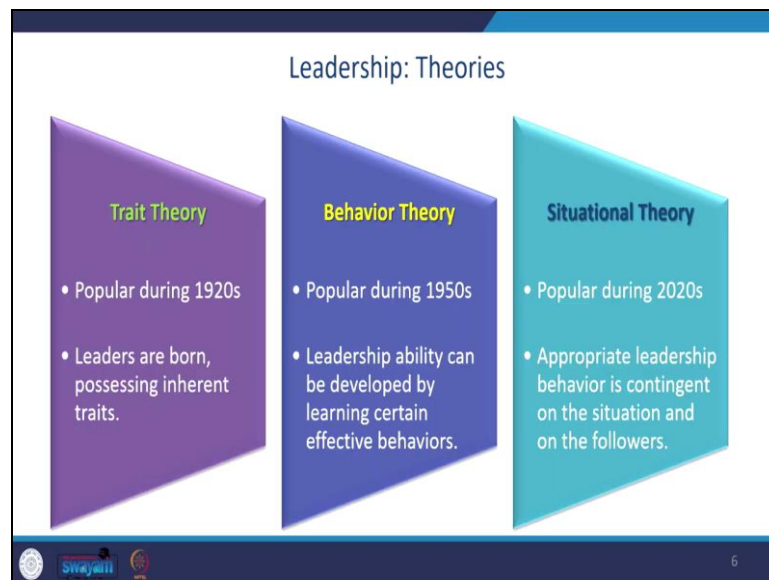
In this regard, let us take an observation by Warren Bennis from his book *On becoming a Leader* where he says that there is a difference between a manager and a leader. Now what is

the difference? The difference is that whereas a leader will have followers the manager will have simply subordinates fine. The leader can focus on people and manager can focus on system and structure.

Leaders can inspire managers can direct managers can control leaders can ask questions and managers will simply direct. Leaders can Inspire and motivate whereas managers simply instruct. Managers simply direct they actually plan budgets and they also see that rules and policies are implemented whereas leaders because they have risen and through that vision they actually want to make new policies and rules.

There are other quotes also there can be quite a good number of quotes on leadership and one quote by Stephen Covey is very important---“ Leadership focuses on doing the right things, management focuses on doing things right leadership focuses on doing the right things.” Now most of you because you know nowadays even though people do not believe but leadership also can be taken as a sort of profession as a sort of career is not it. There are lots of opportunities. But before that let us try to understand some of the theories about leadership there are some theories which you must be acquainted with and the very first is trait theory trait, virtue, no?

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The trait theory became popular in 1920s prior to it, there was great men's theory. Now in the 19th century great men's theory many of the people whom you read about they were great men they actually could influence you through their ideals but now there has actually been change and as the new future planners and makers of India and many other countries Destiny

you will find that it is not only the influence but actually it is the implementation that is very important.

So, according to trait theory which became very popular in 1920s---- they simply believe that leaders are born, fine? So, most of the religious leaders you will find people say that they actually have a Divine Touch in them they are simply born, they possessed inherent qualities or traits. In 1950s there was a change and this change actually resulted in behaviour theory, leadership ability can be developed.

We are not born leaders but we can actually learn leadership, fine, by certain effective behaviours and then the situational theory where leaders can emerge 20-20s you may find that leaders emerge from these situations and in situations you actually are required to have a sort of leadership trait through which your contingent behaviour can take the followers along with you.

Now there can be quite a good many explanations about all these theories. but then in great man's theory which was developed in the 19th century leadership was predetermined by possession of inherent qualities, as I said. In terms of psychology a trait is a stable and inflexible characteristic and the focus in this sort of leadership was for the right qualities or right trait.

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Trait Leadership Theory

- ❑ Based on the 'Great Man Theory'; assumes that leadership is **pre-determined** by possession of specific inherent personality traits.
- ❑ In terms of psychology, a trait is a stable, inflexible characteristic that is inherited and lasts throughout one's entire life.
- ❑ Focus was laid on searching for the right traits, which distinguished leaders from followers.
- ❑ It argues that the potential of leadership is inherited – "Great Leaders are born, and not made".

Limitations – Researches revealed that it is impossible to curate an exact set of universal leadership traits due to cultural plurality and contextual variations.

Now such a sort of leadership had limitations where it was quite impossible to curate an exact set of universal leadership due to cultural plurality and contextual variations on the right hand

side you can find the traits of a great leader intelligence creativity confidence credibility motivation and zeal. We have also talked about behavioural leadership theory where your behaviour depends upon two aspects----- one is cognitive factor and the other is situational factors, fine.

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Behaviour Leadership Theory

- ❑ Since human personality traits are immeasurable entities, researchers shifted their focus to examine behaviours that embodied certain personality traits.
- ❑ Behaviour can be defined as observable actions of an individual which are either governed by one's inherent traits or are modified by training and development.
- ❑ The theorists focus on observing the behavioural models and patterns of great leaders to formulate the parameters of ideal leadership behaviour
- ❑ Contrary to the trait theory, this model argues that leadership ability can be acquired through **training and practice**, and is not an inherent attribute.

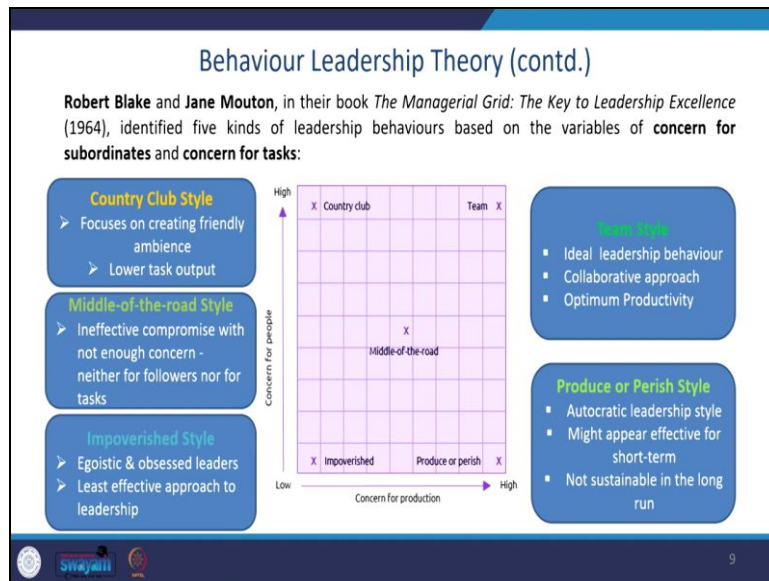
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graph TD; Cognitive[Cognitive factors] --> Behavior[Behavior]; Situational[Situational factors] --> Behavior; Cognitive <--> Situational;
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Your behaviours can be examined through certain personality traits some of your actions that could be observed some of the inherent traits which can be modified because as man we have certain limitations not all our traits are good we also may have some bad traits. So, the theorists who were the proponents of behavioural leadership, they actually believe in a sort of Ideal leadership behaviour which could actually be learned and then contrary to I mean just opposite to the trait theory.

This behavioural leadership believed in training and practice. Nowadays, you can find that there are workshops on a leadership where you are trained as to how you can take a sort of decision in a given circumstances when it is a critical moment.

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Now when you talk about behavioural theory we must try to understand what Robert Blake and Jane Mouton in their book *The Managerial Grade* say. They actually are very much concerned about the concern for subordinates and concern for tasks they believe that subordinates are also important, fine? And tasks are also important. Now people or the followers of this sort of behavioural leadership have different styles Country Club style where they try to create a sort of amicable or friendly atmosphere.

Then the middle of the road style, where they are neither they do not go either with followers and or with tasks. There can be impoverished style where the leaders can have some amount of egoistic fine nature and such people are least effective, fine? And such a sort of style is considered to be less effective. Then team style where a person can be a team person. You might have found that when you appear at some interviews they will ask you are you a team person or are you a person who loves to work in isolation.

Now team style is nowadays very popular where collaborative approach is focused more only by the reason that this collaborative effort or approach can bring more results and then the last that is perish or produce or produce or perish. Autocratic----such people so, people having such a style they are very autocratic by nature and they may appear effective for some short period but not always effective you can think of such people who might be even around you in your organization or where so ever. Now such people are not sustainable in the long run.

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Situational Leadership Theory

- ❑ Developed by **Paul Hersey** and **Ken Blanchard** (*Management of Organizational Behaviour: Utilizing Human Resources*, 1982).
- ❑ Appropriate leadership behaviour is contingent on the situational context and on the followers of the leader.
- ❑ The effectiveness of a leader depends not only on his/her qualities and skills, but also on the
 - ❑ Attitude of the followers
 - ❑ Their acceptance of the leader
 - ❑ Their skills and abilities to accomplish a specific task
 - ❑ Their willingness to perform the task
- ❑ This model defines **four styles of leadership: Delegating, Supporting, Coaching and Directing.**
- ❑ The appropriateness of the styles to be adopted depends upon **the task at hand** and on **the ability and willingness of the subordinates.**

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Now we come to situational leadership theory which was developed by Paul Herse and Ken Blanchard. As we go to the word itself situation. So, such a sort of leadership is tested and is based on the attitude of not only of the leader because the leadership behaviour is contingent on the situational context. What sort of attitude do my followers have? Do they accept me as my leader skills? And abilities can help design or accomplish a specific task and then the willingness of the followers to perform the task.

Now such a sort of model defines four Styles---- the power to delegate I mean not keeping everything with yourself, the power to support when somebody comes with an innovative idea and through coaching and directing, no? I,n such a situation people can be trained fine. And the appropriateness of these styles of leadership depends upon the task which is situation oriented and the ability or the willingness of the subordinates or the supporters.

Now here are four, as we have already mentioned. So, we will skip this simply by saying that when you direct it is actually called a telling style you tell people what to do. Coaching ---it is just two way as we coach somebody you know training them and supporting.

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Now when you talk about the authoritarian one we know that it comes from the word authority and here you have as a leader you have the excessive control, is not it? You simply believe in a clear structure where you are also supposed to take autocratic decisions.

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Authoritarian Leadership Style			
Characteristics	When to Use	Advantages	Disadvantages
<ul style="list-style-type: none"> Exercises absolute control over the project Prefers a clear structure Has rigid expectations Focuses primarily on the completion of task Autocratic decision making 	<ul style="list-style-type: none"> In need of quick results/decisions For short-term, complex or technical tasks For tedious and mechanical tasks which might lead to low motivation In case of a larger workforce 	<ul style="list-style-type: none"> Useful style for projects which need to be implemented in a hurry Delivers quicker results Higher productivity in case of unmotivated employees 	<ul style="list-style-type: none"> Stifles the creativity and responsiveness of the subordinates De-skills the workforce in the long run Demotivates the employees or makes them over-reliant on the leader

Now such a leadership can be used only when you require quick results in a very short time. The advantages are that you cannot hold any other person responsible in such a situation and the disadvantage is that you are not allowing the creativity which might be there in others you actually demotivated this because you keep every par with yourself. Now Democratic one---- in Democratic as the word Democratic comes from democracy.

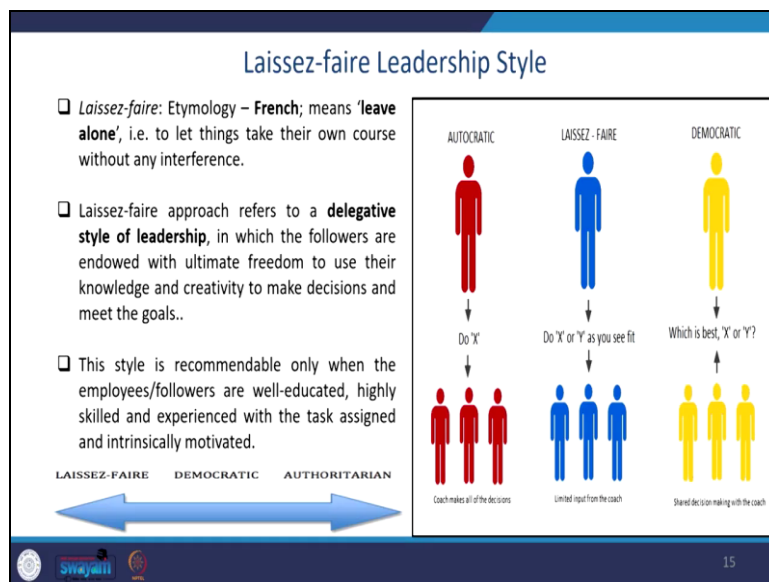
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Democratic Leadership Style			
Characteristics	When to Use	Advantages	Disadvantages
<ul style="list-style-type: none"> Shared responsibility among the employees The leader progresses on the feedback of the followers Focuses primarily on the development of harmonious interpersonal relationships Democratic decision making 	<ul style="list-style-type: none"> In tasks that demand high creative thinking In projects that aim at training the workforce and developing their skills When the workforce is competent and eager to contribute When there is ample time to accomplish the task 	<ul style="list-style-type: none"> Makes use of the full potential of the team Facilitates individual empowerment Creates a positive, collaborative, and productive work environment Inspires changes rather than imposing them 	<ul style="list-style-type: none"> Decision-making becomes a tardy and time-consuming process Fails to perform in high-pressure situations May lead to haphazard randomness in the group due to lack of an absolute control

The characteristics of democratic style of leadership is that you actually try to share the responsibility with other employees and you focus on the development of a harmonious goal, is not it? And here there is actually a scope for creative thinking which we could not have in authoritarian one. Now too much emphasis here is on the team because you are collaborating with all of them, but then there is one limitation or a disadvantage also, decision making becomes very slow it becomes a tardy process, fine?

Sometimes there can be haphazard randomness in the group because of the lack of an absolute control, fine? Now Laissez-faire leadership style---- actually this comes from the French word fine means leave alone, leave alone.

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And in this style of leadership the leaders actually follow the principle to let things take their own course without any interference. In such a style of leadership, followers are endowed with too much of freedom, no interference is there. This style is advisable only when employees are mature well educated they understand things and issues very clearly. Especially with experienced followers, we can follow such a sort of style where the task assigned and intrinsically motivated can bring better results. But remember when we go for a Laissez-Faire leadership, we will find that we are neither authoritarian nor very much democratic rather we allow full freedom to our followers.

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Bureaucratic Leadership Style

- ❑ Followed in older organizations, which tends to resist any change or evolution in their hierarchical structure within.
- ❑ Focus lies on ensuring that the employees **comply with the rules** and **follow the procedures**.
- ❑ The work environment is organized in a **clear formal structure**, with distinct positions and defined roles of the leader and the employees.
- ❑ This style works well when **consistent output** is required out of **repetitive tasks**; in tasks demanding **high regulation and control** and a strict division of labour.
- ❑ **Lack of creativity** in performing tasks can gradually de-humanize and demotivate the workforce.
- ❑ The absence of an interactive work culture can lead to **more competition** within the organization, and **may breed rivalry** among the colleagues.




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Now bureaucratic comes from the word bureaucracy as you all know such a sort of style you will find that it actually tends to resist any change or evolution in the structure hierarchical structure, fine. And of course you comply with the rules follow the procedures you are very much you know abide the rule and the style can work only in situations where repetitive tasks have to be performed and there is a high regulation and control.

Now in such a leadership style there is once again a lack of creativity and it may in course of time lead to a sort of rivalry, fine? It can also lead at times to more competition and too much of rivalry where there can be jealousies, where there can be ill will among people only because of the bureaucratic leadership style. Now, charismatic leadership style--- charismatic leadership comes from Charisma is not it.

Now these people are the most effective why because they can understand that what will be the emotional impact fine. Such people such leaders are very much visionary they appeal to emotions they can arouse followers' motives.

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Charismatic Leadership Style

Why charismatic leaders are effective

Charismatic leaders challenge the status quo by using charisma as a source of authority.

 Emotional impact Charismatic leaders are visionary, appeal to emotions, and effectively arouse followers' motives.	 Strong values Charismatic leaders are role models who set an example by demonstrating desired behaviors.	 Powerful language Charismatic leaders gain credibility from communicating in a likeable, trustworthy, and knowledgeable way.	 Meaningful goals Charismatic leaders use framing techniques to create a vision worth aspiring to.	 Facing adversity Charismatic leaders use their foundation of trust, empowerment and authenticity to help overcome obstacles.
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See for example House, R. J., & Shamir, B. (1993). Toward the integration of transformational, charismatic and visionary theories. In Diener, M. M. & Aymard, R. (Eds). Leadership Theory and Research: Perspectives and Directions. San Diego: Academic Press. www.cjpe.net/10/9/166 - Management skills for everyone

And go by that such people I mean such charismatic leaders are people of strong values their language is also very much embellished, they have a goal which is set and the goal is very meaningful. And you frame, as a leader you frame meaningful goals and you are ready to face adversity that is where your charisma will work. So, such leaders actually believe in the foundation of trust and empowerment and authenticity to help overcome a crisis or obstacle.

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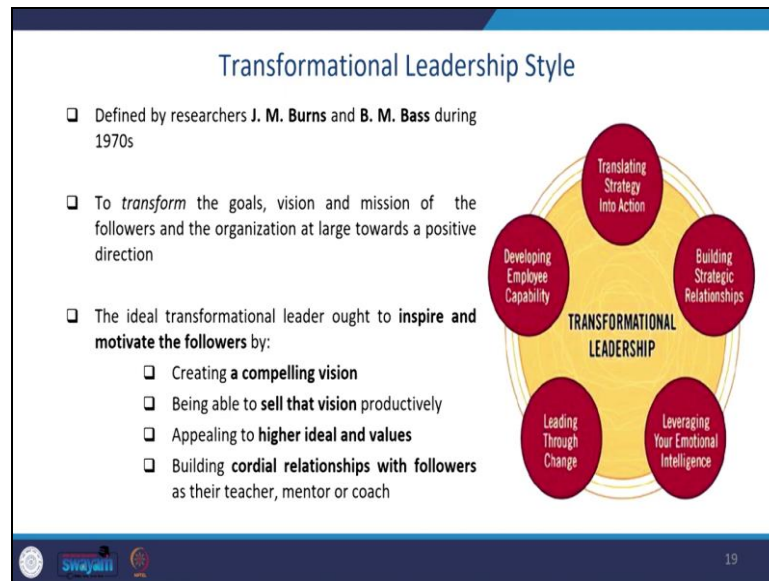
Transactional Leadership Style

- ❑ Functions upon a clear and definite chain of command by the leader, who owns **the sole authority and responsibility**.
- ❑ The role of the employees is restricted to a **blind obedience to the instructions and commands** of the leader.
- ❑ The leader motivates the subordinates primarily by the **system of rewards and punishments**.
- ❑ The transactional leader tend to perform as a **careful monitor** to the rules, procedures and standards.
- ❑ High clarity in directions and instructions pertaining to the task at hand, but **less creativity** in solving organizational problems.
- ❑ Focus is primarily upon the completion of task by **strict adherence to the conventional organizational norms**.
- ❑ Creativity boost, skill-development and empowerment of the employees is put on the back foot.

Now another category of leadership style is transactional from transaction, no. Now such a leadership style functions upon a clear and definite chain of command by the leader who has the full authority fine and employees are restricted to a blind obedience blind following to the leaders and their commands. And you actually there is a sort of coercion also you from time to time you instruct you threaten them by telling them about rewards and punishments.

Now in such a sort of leadership style, one has to be very careful about the clarity in terms of instructions and because you know the main goal is the completion of the task. So, you expect your followers to strictly adhere to the conventional organizational norms. Such a sort of leadership actually expects a sort of creativity boost, skill development and empowerment but then that is always relegated to the margins, because the leaders keep more control to themselves and do not allow the followers even a little bit of freedom.

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Now another category of leadership is transformational style--- transform, bringing change no it was actually proposed by James Burns and B M Bass in the 1970s. So, the main mission was to transform the goals, vision and mission of the organization and the followers. Now, this sort of leadership style expects the leader to inspire and motivate but there are certain things. What are they developing the capability of the employee by allowing them to go for training by allowing them to go for practice sessions.

And then your main aim is to bring change that is why you actually expect followers and you want your followers to be able to sell that vision and you actually appeal to higher ideal and values and you try to establish a sort of cordiality with all the followers because you believe in a sort of transformation, you believe in a sort of change. Now there are certain characteristics also.

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So, individual consideration, then inspirational, motivation idealized influence and intellectual stimulation. So, these are some of the Styles and skills that a transformational leader is expected to have. Now, the last one that is servant- leadership style. Now see you can be a leader but at the same time you act like a servant your main goal is to serve.

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Servant-Leadership Style

- Term was coined by **Robert K. Greenleaf** in his essay *The Servant as Leader* (1970):
"The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions...The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature."
- The primary goals of Servant-Leadership mode are:
 - ✓ The genuine desire to serve others
 - ✓ To prioritise collective good over self-interests
 - ✓ Commitment to enhance personal growth and development of the followers
- "The highest destiny of the individual is to serve rather than to rule."*
- Albert Einstein

The diagram compares two leadership models using inverted triangles:

- Power Model (Left, Blue Triangle):**
 - Top: Power-reliant Leader
 - Middle: Commands & Controls - All about the leader
 - Bottom: Employees as TOOLS, Customers as CHALLENGES
- Servant-LED MODEL (Right, Red Triangle):**
 - Top: Inspires & Equips - All about the people
 - Middle: Employees as RESOURCES, Customers as VALUED ALLIES
 - Bottom: Servant Leader

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The term was coined by Robert Greenleaf and he just says the servant as leader where Greenleaf says the servant leader is servant first and it begins with a natural feeling that one wants to serve and then the person is different from one who is leader first because of the need to assuage an unusual power drive he is not worried more about power. He is more worried about the service.

And the goals of such a leadership style is to serve others to prioritize the collective goal and to have a sort of priority of the collective goal over self-centered, selfish interests. Albert Einstein says--- “The highest density of the individual is to serve rather than to rule.” My dear friends if all of us follow this sort of leadership style the world will become a very beautiful place there will be no quarrels, no chaos but service only will be the notion.

Now another one which actually may be considered to be the sum and substance of all sorts of leadership and in this regard we can take the views of Goleman who says that there can be six leadership styles though some of them may be overlapping.

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The Six Leadership Styles (Goleman)						
	Commanding	Visionary	Affiliative	Democratic	Pacesetter	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Goleman, Daniel, "Leadership that Gets Results" *Harvard Business Review* March-April 2000 p. 82-83.

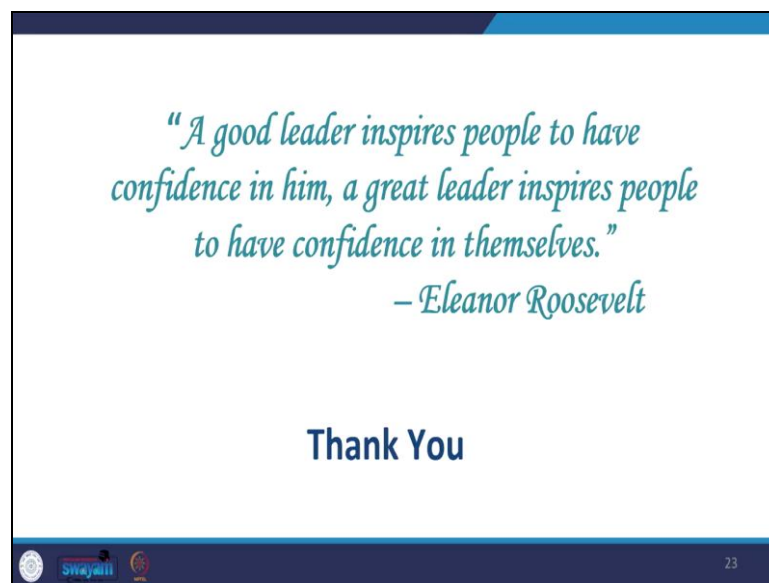
Commanding a leader may be commanding a little may be Visionary, leader may be affiliative, mixing, democratic, Pace-setting and coaching. And there are certain examples also given. A commanding leader will always will command and say do what I tell you Visionary will always take the people along with and say come with me affiliative will people come first Democratic what do you think I mean respecting others opinion as well and pace- setting is somebody who is goal oriented and will say do as I do now.

And the coaching style is-- try this, fine? Now my dear friends, in all these styles there can be certain positive qualities a commanding leader can be negative at times a visionary will always be positive affiliative will be positive but then somebody who says somebody who creates a sort of pace setting can be negative. My dear friends, from time to time leadership style changes and it actually depends upon people as to what sort of style they are going to adopt because with changing situation, and circumstances the things or the Styles or the

visions that we had in the 20th century have already gone a change because of so, many factors. So, we can always say that a leadership that actually responds to the change can be an effective leadership. My dear friends, we have already discussed the various styles of leadership and I think all these will actually enable you because you have already or you are emerging as an effective public speaker.

So, you can also practice some of these leadership styles when time and opportunity so desire and so expect and so require of your own talent. So, the time has come to wind up this talk, but not before I take a quote by Eleanor Roosevelt who says.

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A good leader inspires people to have confidence in him, a great leader inspires people to have confidence in themselves. I think all of you will have a belief in your abilities as the mynah had told the elephant and will also tell the outside world that you have confidence in them also only then the true leadership can be realized. With this I come to end this talk I wish you all a very good day and look forward to seeing you in the next lecture where we shall be talking about or content with the same lecture.

But we shall focus on some other style and on some other skills of leadership. Thank you very much. I wish you all a good day.