

**Organizational Behavior**  
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**Lecture - 33**  
**Leadership**

Welcome to the discussion on leadership. This is one of the most important topics like as far as organizational behavior is concerned because leadership defines may be the entire functioning of the organization. The type of leader, the way he or she functions and situations at the person is in, how that person motivates the followers and what much a degree of autonomy does he allow to the followers; many, many things to find, the functions of the organization. And leadership is one of the important domains which issues, which you define the functions in the organization.

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The slide features the IIT Kharagpur logo and name at the top. Below it, the word 'Objectives:' is written in a large, bold, yellow font. A bulleted list follows, detailing the lecture's goals. The list includes 'To develop an understanding of:' followed by 'Leadership', 'Leadership vs management', 'Leadership Functions', and 'Characteristics of a leader'. Under 'Approaches to the Study of Leadership', there are two sub-points: 'power influence approach' and 'behavior approach'. The 'behavior approach' is further detailed with four sub-bullets: 'Likert's Systems or Styles Leadership', 'Participative Leadership', 'The Managerial Grid (Blake and Mouton)', and 'Reddin's 3-D Leadership model'. The final bullet point is 'Six Emotional leadership styles by Goleman'. The NPTEL logo is visible in the bottom left corner of the slide.

- To develop an understanding of:
- Leadership
- Leadership vs management
- Leadership Functions
- Characteristics of a leader
- Approaches to the Study of Leadership
  - power influence approach
  - behavior approach
    - Likert's Systems or Styles Leadership
    - Participative Leadership
    - The Managerial Grid (Blake and Mouton)
    - Reddin's 3-D Leadership model
    - Six Emotional leadership styles by Goleman

So, here in this discussion, we will try to find out like what is leadership, how leadership differs from management, what are the different leadership functions, what are the characteristics of a leader. And we will see the different approaches to the study of leadership like power influence approach, behavior approach, in which we will try to concentrate on different behavior approaches like Likert's systems or styles of leadership, participative leadership, the managerial

grid by Blake and Mouton, Reddin's 3D leadership model, six emotional leadership styles by Goleman.

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We will try to focus on the trait approach under the charismatic leadership, situational approach like Tannenbaum and Schmidt continuum, the continuous leadership model, the path goal model, Hersey-Blanchard situational leadership theory, leader member exchange approach, vroom jago leadership model, transactional and transformational leadership.

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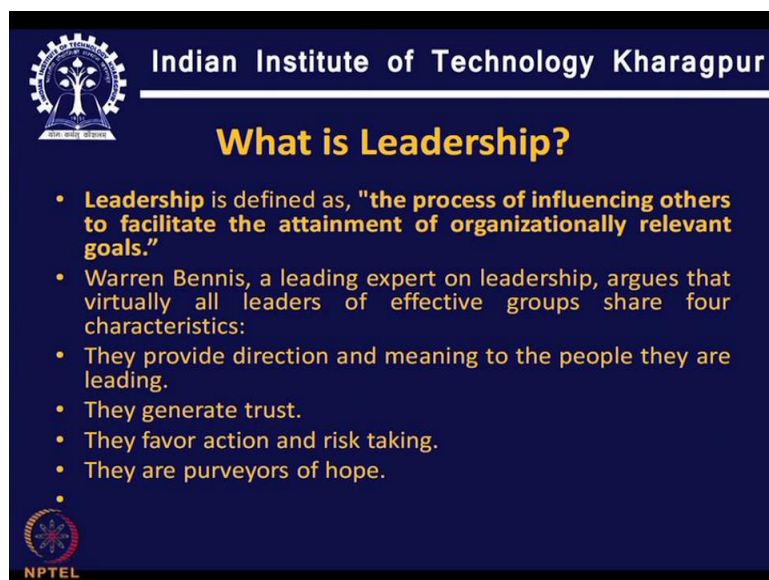
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- Attribution Theory of Leadership
- Authentic Leaders and Ethical Behavior
- Trust: The Foundation of Leadership
- Contemporary Leadership Roles
- Online Leadership
- Multicultural Leadership
- Leadership Approaches in Developing Countries
- Substitutes for Leadership

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Attribution theory of leadership, authentic leaders and ethical behavior, trust which is the foundation of leadership, contemporary leadership roles, online leadership, multicultural leadership, leadership approaches in developing countries, substitutes of for leadership.

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### What is Leadership?

- **Leadership** is defined as, "**the process of influencing others to facilitate the attainment of organizationally relevant goals.**"
- Warren Bennis, a leading expert on leadership, argues that virtually all leaders of effective groups share four characteristics:
  - They provide direction and meaning to the people they are leading.
  - They generate trust.
  - They favor action and risk taking.
  - They are purveyors of hope.

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So, this discussion is a much detailed discussion about leadership, leadership qualities, the different types of leadership, how it functions in the organization and how it differs according to

the cultures and what is the influence of cultures on leadership behavior and most importantly like can we think of a substitute of leadership, in what cases can we think of it and in what cases we cannot think of substitutes for leadership. So, this a, this discussion will span through three lecture sessions.

Today, we will try to focus on the definition of leadership and how leadership is differentiated from like who is the leader and who is the manager, we need to know like what are the points of difference and may be where one is over lapping with the other and what are the good qualities of a leader, we will try to focus on the trait approach of leadership and some of the behavior theories of leadership. So, to start off with we are to discuss, what is leadership? So, leadership is defined as the process of influencing others to facilitate the attainment of organizationally relevant goals.

So, if you can see this definition, it is the process of influencing others. Why we do? Why we try to influence others is to facilitate the goal reaching by the organization. There is some set goals for the organization and someone has to drive the employee, someone has to be influencing, motivating the employees, inspiring the employees to reach the goal and set examples while by performing, by behaving, by demonstrating in such a way that the people get inspired, motivated to reach the goal.

So, that is the function of, that is what leadership means and it is the way of influencing people, the process of influencing people you know to facilitate at that the organizational goal, relevant goals are attained. So, according to Warren Bennis like there are definitely four effective characteristics of a leader like they provide directional meaning to the people that they are leading, they generate trust amongst the people, they favor action and risk taking and they are the purveyors of hope. So, what we were discussing like we have to show others like as leaders people have to show others how to do certain things and they have to show others not only by saying but doing things that is leading by examples. Then as leaders they have to generate trust in the, from followers.

So, trust like there by their side or they like whenever they are in need, employees are in need, they can approach the leader for their advise, their guidance and like the leaders also trust the followers and they believe that they can develop and they can trust their competencies. So, this

level of trust is very important when we are talking of leadership. So, able leaders are people who favor action and risk taking and they are like and they are the people who generate hope, they are the people who generate hope among the followers like they can reach the target and they are able to reach the target. So, these are main four main qualities of leadership according to Warren Bennis.

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### Leadership vs management

- Leadership is the ability to influence a group toward the achievement of goals-a road, a way, the path of a ship at sea - a sense of direction.
- Management is the use of authority inherent in designated formal rank to obtain compliance from organizational members.

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When we are talking of leadership versus management, so leadership is the ability to influence a group towards the achievement of goal. So, and management is the use of authority which is inherent in the opposition that the person is in to direct others and tell them what to do and that post, the position, the power itself demands compliance from others. So, leadership is not directly connected to the post the person is in, but manage, the managers and his powers are connected to the organization or position and virtue of that the person demands compliance from others.

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**What do managers and leaders do? (Zaleznik 1977)**

- **Managers focus attention & energy on** how things get done and their role in events that occur or in a decision-making process. **Leaders are more concerned with** ideas , relating to others in more intuitive, empathetic ways and what events and decisions mean to people



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According to Zaleznik 1977 the difference between managers and leaders is that managers focus attention and energy on how things get done and their role in events that occur or in the decision making process and leaders are more concerned with the ideas and in relating to others in more intuitive, empathetic ways and what events and decisions mean to people. So, we can understand like managers may be is more concerned with like how the process part of it, like how things get done and their roles and leaders are more concerned with ideas, innovative way of doing things and relating to people in more empathetic ways so that they know how to make decisions and what decisions mean to people.

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- **Managers** plan, organise, direct, control resources to achieve objectives; follow formal policies, rules & procedural regulations of their employing organisation; handle and physically direct resources: money, materials, machinery, equipment, space, facilities, information and technology, use of time and people. **Managers have 'subordinates' and communicate**-enable others to understand information, instructions or ideas, seek order and control. **Leaders have followers. They** envision, influence, inspire; tolerate, promote creativity and imagination; bring order from chaos; influence people towards objectives and desire to achieve; gain voluntary commitment over compliance and win hearts and minds.

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So, like managers also plan, organize, direct control, staff staffing, delegation all these things which are a part of management functions and they deal with money, they deal with space, facilities, information etcetera and they have subordinates and they communicate and they, while others, leaders have followers, they inspire others, they encourage creativity and like function, like risk taking on part of the employees, they encourage them to function properly, they encourage them to innovate.


So, these parts of like tolerance for errors, these are some of the qualities of a good leader. So, and leading people towards objectives and bringing orders from like analyzing the cures and bringing orders from the chaos, these are some of the like influencing others so that we can get voluntary commitment from them like a affectional commitment, effective commitment, compliance with thoughts. So, these are some of the domain where which is defined as leadership as compared to what we understand by managers.

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- **Managers** administer and copy; maintain; focus on systems & structure; rely on control; has a short-range view - bottom line; ask how and when; accept the status quo; is a classic good soldier and do things right. **Leaders are interested in** innovation and originality; they develop; focus on people; inspire trust; have a long-range view - the horizon; ask what and why; challenge the status quo; own person and do the right thing.



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So, like if you can differentiate again managers are more related to how to control behavior and ask how and when sort of questions and leaders are more interested in innovation, focusing on people, finding the potential of the people, trying to develop them, so that they can develop and map the organization and map it to the organizations objectives. These are certain things like inspiring people, helping them to realize their own potential, moving them towards the organization goals in short directed steps, encouraging them to take risks. These are some of the qualities which defines leader and or defines the leader and and differentiates it from the that role of a manager like taking, questioning the status group and choosing the right way to doing things. These are some of the qualities of like when you talk of leadership.



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Krech et al (1962) identified fourteen functions that the leader may take:

Leader's function	Actions
<b>Task functions</b>	
Executive	Coordinating group activities and overseeing the setting of policies and goals.
Planner	Deciding how the group will achieve its goals.
Policy maker	Establishing policies and goals.
Expert	A source of expert information.
External group representative	Speaking for the group with others.
Controller of internal relationships	Determining the social structure of the group.
Purveyor of rewards and punishment	Controlling members by punishing and rewarding.



Krech et al 1962 identified fourteen functions that a leader may take. These functions are divided into task functions and maintenance functions. So, the task functions are like executive, coordinating group activities and overseeing the setting of policies and goals; planner, deciding how the group will achieve its goal; policy maker, establishing the policies and goals; expert, which is a source of expert information; external group representative, speaking for the group with others; controller of internal relationship, determining the social structure of the group; purveyor of rewards and punishment, controlling members by punishing and rewarding. These are some of the task functions which as the organization, the group to attain its task. Now, for the group to be maintained as a group there are other (( )) functions which are classified as maintenance functions.

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Krech et al (1962) identified fourteen functions that the leader may take:

Leader's function	Actions
<b>Maintenance functions</b>	
Arbitrator and mediator	Resolving disputes in the group.
Exemplar	Behaving in a way that others should behave.
Symbol of the group	Acting as symbolic embodiment of the group, its goals and its values.
Substitute for individual responsibility	Relieving individuals of the need and responsibility of personal decisions.
Ideologist	Being the source of beliefs and values.
Father figure	Focus for positive emotional feelings of individuals and the object for identification and transference.
Scapegoat	Acting as a target for aggression and hostility. Taking the blame on behalf of the group.



So, that the group survives and functions well these functions are called maintenance functions, which is (( )) one is arbitrator mediator, resolving disputes in the group; exemplar, like behaving in a way that others should behave; symbol of the group, acting as a symbolic embodiment of the group, its goals and its values; substitute for individual responsibility, relieving individuals of the need and responsibility of the personal decisions; ideologist, being the source of beliefs and values; father figure, focus for positive emotional feelings of individuals and objects for identification and transference and scapegoat and acting as a target for aggression and hostility, taking the blame on behalf of the group.

This function, the scapegoat and the father figure these two are very important functions of a leader as far as maintenance functions are concerned or all functions are very important, but these two functions like when we had some like if you are acting as a father figure, what happens? There is a positive emotional transference between the followers and the leaders, like the leaders will find very comfort zone, peace in interacting with the leaders and the followers will find peace in interacting with the leaders, they can share their views, they can they can approach the leader for getting his or her opinion and they can identify with the leader.

So, this function is called the father figure. This function of the scapegoat is that means certain blames come on the group for, either for poor performance or for other reasons. Then leaders

taking the scapegoat role means the leader comes forward to take the blame on himself or herself and the, saves the followers from this experience which may hit their self esteem like if somebody tells some derogatory words or criticism is done to the group, it may lower the self esteem of the followers. So, in that case this leader acts as the scapegoat and takes the blame on himself or herself. This is one of the primary functions of leaders as far as group maintenance function is concerned.


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Now, if we are to understand who is a good leader from the view point of a follower then certain, we have very certain important points like it is the organization. So, organization is very important in which organization and also like how far organized the leader is. So, those things are very important. Fearlessness, the leader has to be fearless in nature so that he is, he or she is able to take risk and is as active in nature, able to speak his mind, like stand firm in terms of like when there are uncertainty and turmoil's in the group.

So, person who has a respect for others, for the work of others and also for others as individuals like person who leads to, interaction with whom leads to satisfaction and one promotes the interest of the subordinates, one who can with whom you can talk with frankness, one who has respect for the individual and who has deep knowledge, these are some of the qualities which from the view point of the follower are characteristics of a good leader.

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- *Authority.*
- *People orientation.*
- *Positive personality.*
- *Good communication.*
- *Predictability.*
- *Tolerance.*
- *Informed.*
- *Grace.*



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The various other points are like one with authority over others, things that is being done or authority to lead certain things in the terms are knowledge towards benefits etcetera. One who is people oriented, one who has positive personality and who has good communication, who is predictable, who has a great taller power of tolerance, who is well informed in his own subject matter and take the, share the knowledge with expert opinion where people are stuck with and in whose acting behavior attitude there is a grace and who is a behaving these are classified as characteristics of a good leader by the follower.

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- *Understanding.*
- *Honesty and transparency.*
- *Accessibility..*
- *Providing opportunities..*
- *Guidance.*
- *Willingness to listen.*
- *Genuineness.*
- *Discretion.*

And also continuing are person who's nature is understanding, honesty and transparency is very important so that people can look up to him for the values concerned with the groups and give his example as the, as far as questions of transparency are there, one who is accessible in nature. So, easily approachable, accessible, with whom you can share your feelings and share your queries related to your task. These types of leaders are called accessible leaders. One who provides opportunities to others to perform, that is also good leadership quality.

Leadership quality should be such that the person is able to develop. The more important functions of leadership today is not only to lead, but also to develop leaders. So, when we are talking of like providing opportunities, one of the good characteristics of a leader is to provide opportunities for the followers, so that they can also blossom, they can also get prepared with the leadership position. Giving guidance to others, to the followers like what they should be doing and what they should not be doing and this guidance may not only be restricted to the work at hand, the life in the workplace itself, this may send this cordial relationship, this bonding may extend to like outside work also where the person can share his or her feelings with the leader and then the leader in many cases enact as a counselor to give, tell and give the guidance like what the person should be doing.

So, that develops a bond in between the follower and the leader. When you are talking again of leadership qualities, willingness to listen, genuineness and having a power of discretion like what, like if you have a pool of information and behavior which is to, which is to accept and which is not to accept is to like may be more concerned about which is to be not, these are some of the qualities which according to the follower are characteristics of a good leader. There are different approaches to the study of leadership.

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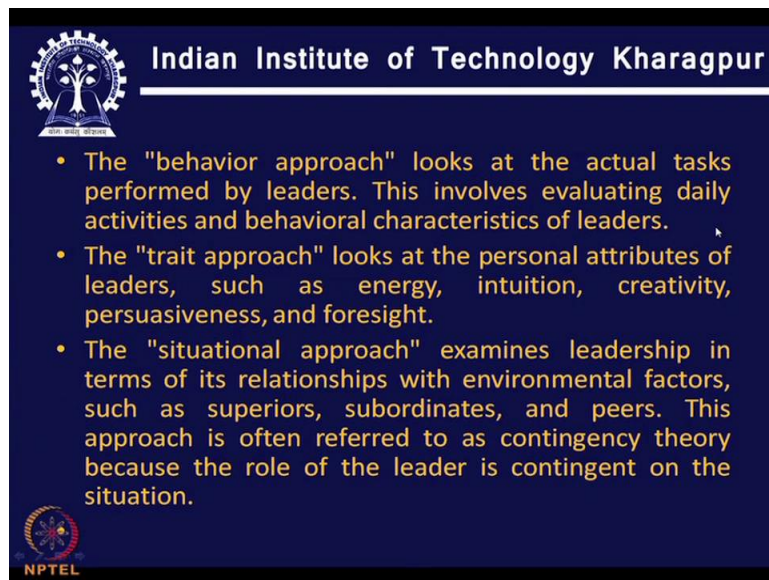
**Approaches to the Study of Leadership**

- Yukl (1989) identified four approaches for studying leadership. The "power influence approach" attempts to understand leadership effectiveness in terms of the amount and type of power possessed by the leader. This approach would examine how power is acquired, lost, and maintained. Mechanisms of power leaders can use:
  - Authority
  - Coercion
  - Force
  - Influence
  - Manipulation

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Yukl in 1989 identified four approaches to the study of leadership. Yukl in 1989 identified four approaches for studying leadership, the power influence approach attempts to understand leadership effectiveness in terms of amount and type of power possessed by the leader. So, the mechanism of power used by these leaders are authority, coercion, force influence and manipulation.

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- The "behavior approach" looks at the actual tasks performed by leaders. This involves evaluating daily activities and behavioral characteristics of leaders.
- The "trait approach" looks at the personal attributes of leaders, such as energy, intuition, creativity, persuasiveness, and foresight.
- The "situational approach" examines leadership in terms of its relationships with environmental factors, such as superiors, subordinates, and peers. This approach is often referred to as contingency theory because the role of the leader is contingent on the situation.

In when we are talking of that power approach means like what is the authority we have in the work place, do we have the, like do we demand this leadership like here in this leadership position like coercion, what is the force and how can we influence people and like whether we can manipulate the relationship between the followers and the leaders. All these define your different ways people use power in organization. Influence can be by the expertise, you can influence people by the knowledge you have, expertise in a particular domain and this can act as a source of power for the leaders.


The behavior approach looks at the actual task performed by leaders. So, these involve evaluating daily activities and the behavioral characteristics of the leader. Trait approach is the personal attributes of leaders such as the energy, intuition, creativity etcetera. The situational approach examines leadership in terms of the relationship with the environmental factors and this theory is also called contingency factors because the style of leadership changes based on the situational demands. So, leader's behavior is contingent on the situation. So, these are the four approaches to the study of leadership.

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- Max Weber defined three types of authority. (Authority = The ability to control legitimately).
- Rational-Legal authority
- Traditional authority
- Charismatic authority



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So, Max Weber defined three types of authority. So, authority is what? The ability to control legitimately. So, that authority could be legal authority and traditional authority and charismatic authority. When you are talking of charismatic authority it is by the virtue of the, your ways of influencing people, your ways of talking, behaving the ways of communicating, this demands respect from the others and that gives you authority.

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**Trait Approaches**

**Stogdill (1948)** -The leader is characterized by

- a strong drive for responsibility and task completion,
- vigor and persistence in pursuit of goals,
- venturesomeness and originality in problem solving,
- drive to exercise initiative in social situations,
- self-confidence and sense of personal identity,
- willingness to accept consequences of decision and action,
- readiness to absorb interpersonal stress,
- willingness to tolerate frustration and delay,
- ability to influence other persons' behavior,
- capacity to structure social interaction systems to the purpose at hand. (p. 81)



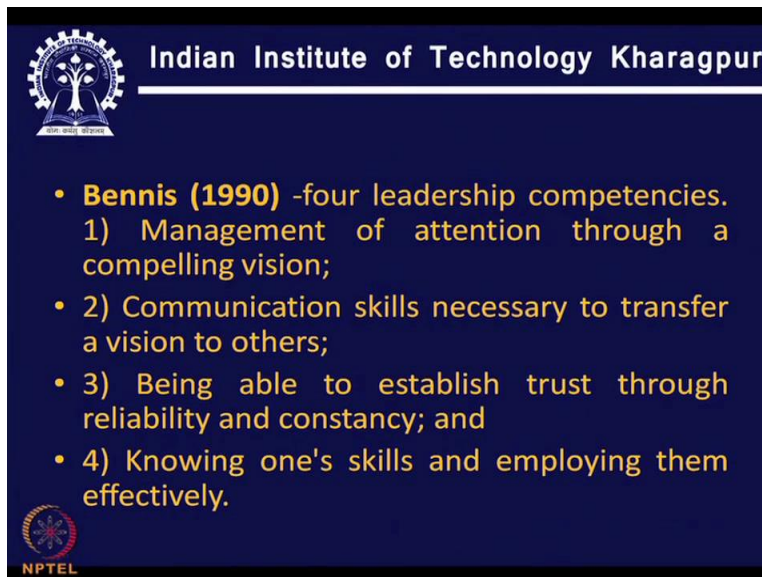
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So, legal authority, traditional authority and charismatic authority are the three types of authority. When you are talking of trait approaches Stogdill in 1948, he defined the leader is characterized by a strong drive for responsibility and task completion, vigor and persistence in pursuit of goals, ventures and originality in problem solving, drive to exercise initiative in social situations, self confidence and sense of personal identity, willingness to accept consequences in decisional action, readiness to absorb interpersonal stress, willingness to tolerate frustration and delay, ability to influence other persons behavior, capacity to structure social interaction systems to the purpose at hand.

So, you can find there is a long list of traits as listed by Stogdill way back in 1948 which are important for a person to qualify as a leader. So, a strong drive for responsibility and task completion like perseverance then taking like again self confidence, a sense of personal identity, then willingness to taking interpersonal stress like absorbing interpersonal stress, then willingness to tolerate frustration and delay. These are some of the like capacity to influence other people behavior these are some of the important, this is some of the important characteristics of a good leader.

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- **Bennis (1990)** -four leadership competencies.
  - 1) Management of attention through a compelling vision;
  - 2) Communication skills necessary to transfer a vision to others;
  - 3) Being able to establish trust through reliability and constancy; and
  - 4) Knowing one's skills and employing them effectively.

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Bennis in 1990 defined four leadership competencies. So, that is the management of attention through a compelling vision; communicating skills, communicating skills to necessary to transfer

a vision of (( )) like own vision to others; being able to establish trust through the reliability and constancy and knowing one's skills and employing them effectively. So, these are four competencies in the sense, so you you have, ought to have a vision to be a leader you have to have a goal and to know how to achieve that goal, what it will lead to and this this vision, once you have this vision you need a communication well, communication skill to transfer this vision to others.

So, that others also get to share your vision. So, being able to trust the established trust with the followers so that the bonding starts with the leaders and the followers and once the followers. So, knowing where one's strength point lies and employing them effectively, so that the vision is reached. These are the four leadership competencies as stated by Bennis .

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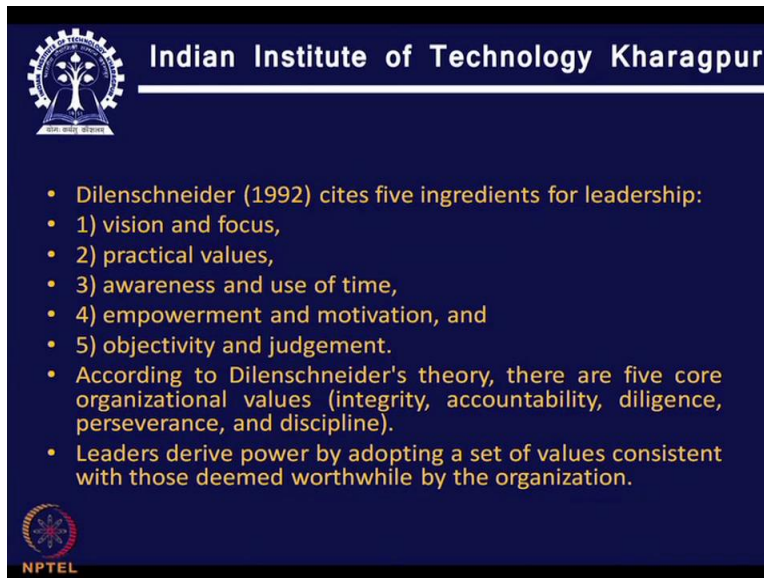


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- Giblin (1990) -four-attribute framework for assessing leadership qualities:
  - 1) resourcefulness,
  - 2) astuteness,
  - 3) compatibility, and
  - 4) knowledge.
- An individual possessing these qualities is likely to be perceived as a leader by others.

Giblin in also in 1990 four attribute framework for accessing leadership qualities are resourcefulness, astuteness, compatibility and knowledge. So, these are the four qualities if possessed by someone that person is called to be a leader.

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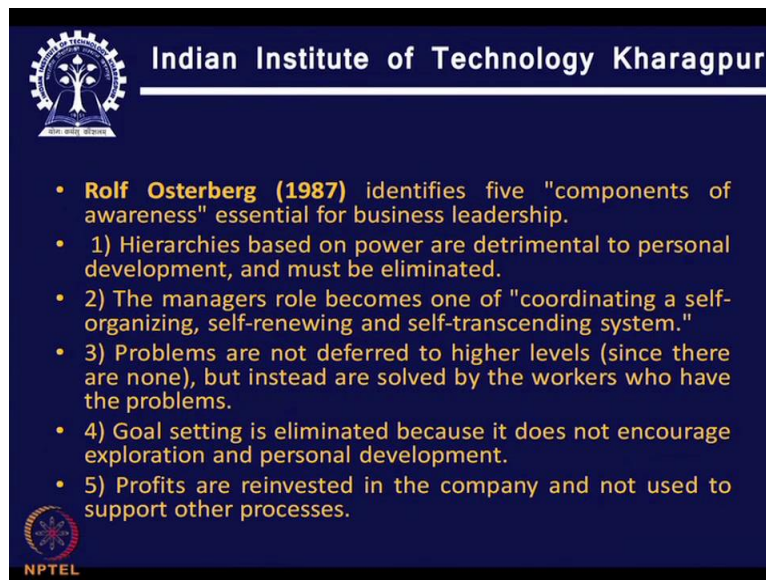
The slide features the IIT Kharagpur logo in the top left corner and the text "Indian Institute of Technology Kharagpur" in the top right. The main content is a bulleted list of five ingredients for leadership, followed by two additional points about organizational values and leadership power. The NPTEL logo is in the bottom left corner.

- Dilenschneider (1992) cites five ingredients for leadership:
- 1) vision and focus,
- 2) practical values,
- 3) awareness and use of time,
- 4) empowerment and motivation, and
- 5) objectivity and judgement.
- According to Dilenschneider's theory, there are five core organizational values (integrity, accountability, diligence, perseverance, and discipline).
- Leaders derive power by adopting a set of values consistent with those deemed worthwhile by the organization.

Delenschneider in 1992 cited five ingredients for leadership. You can see like vision and focus is one of the important ingredients of this model; then person who has a practical values in the sense, values which are helpful in day to day functioning which are acheivable with values, day to day functioning, awareness in use of time, empowerment and motivation, trying to motivate others and empower others and objectivity and judgment. So, person who is objective in nature and who has a clear cut judgment of defining how to do things like how the alternative use are realted to the, with the present cause and how a solution can be reached, who can use his both head and heart in the decision making process. So, these these are the five ingredients for leadership.

So, according to Delenschneider there were four, there are five core organizational values like integrity, accountablity, dilgence, persevarence and discipline. And leaders what they do is they derive there power by adopting any of the values, a set of values which are the consistent with the values which are deemed to be important by the organization. So, these are the five ingredients for the leadership.

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- **Rolf Osterberg (1987)** identifies five "components of awareness" essential for business leadership.
- 1) Hierarchies based on power are detrimental to personal development, and must be eliminated.
- 2) The managers role becomes one of "coordinating a self-organizing, self-renewing and self-transcending system."
- 3) Problems are not deferred to higher levels (since there are none), but instead are solved by the workers who have the problems.
- 4) Goal setting is eliminated because it does not encourage exploration and personal development.
- 5) Profits are reinvested in the company and not used to support other processes.

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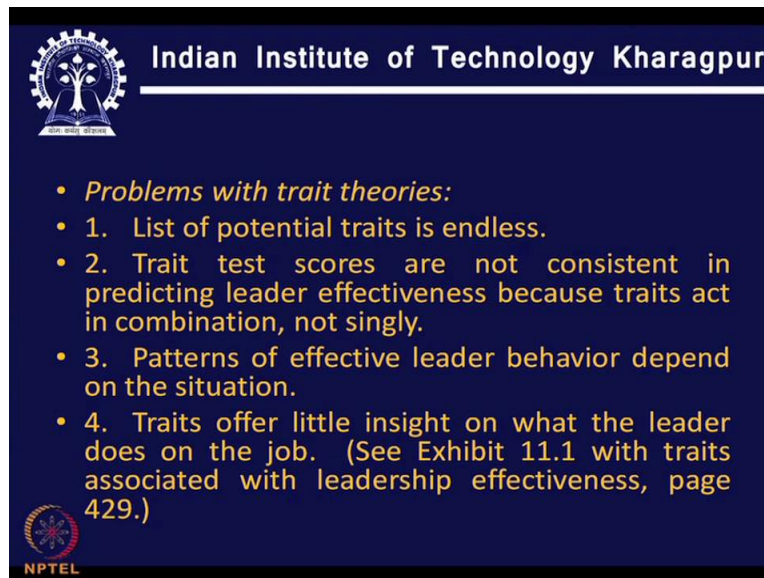
Rolf Osterberg in 1987 identified five components of awareness which are essential for business leadership. So, what are these five components, we have a look into it. First one is hierarchies based on power are detrimental to personal development and must be eliminated. Number two is the managers role becomes one of coordinating a self organizing, self renewing and self transcending systems. That is here you can see the managers role by which transforming to a leaders role from being a manager as we were discussing at the start of this lecture, like when you are talking what is difference between a leader and manager? You found like manager only controls but when you are talking of leaders is one who inspires and motivates.

So, when the manager roles becomes one of coordinating a self organizing, self renewing and self transforming system then the managers role is translating transfer into that of leadership. When problems are not deferred to higher levels, but solved by the workers, themselves who have their problems. This is again a good example of empowerment because a person well equipped enough to solve the problems when they arise in at the spot without referring it to the higher ups and waiting for the suggestions from them.

Goal setting is eliminated because it does not encourage exploration and personal development and the profits are reinvested in the company and not used to support other processes. In that case you can go for more experiments, innovations and risk taking behavior because while the risk

taking behavior there are some averse chances of failures and we have to take care into seeing where those failures also. So, it is, profits are reinvested in the company and not used to support other processes. So, these according to Osterberg, these are the five components of awareness essential for good business leadership.

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The slide features the IIT Kharagpur logo and name at the top. The main content is a bulleted list of problems with trait theories. The NPTEL logo is visible in the bottom left corner.

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- *Problems with trait theories:*
- 1. List of potential traits is endless.
- 2. Trait test scores are not consistent in predicting leader effectiveness because traits act in combination, not singly.
- 3. Patterns of effective leader behavior depend on the situation.
- 4. Traits offer little insight on what the leader does on the job. (See Exhibit 11.1 with traits associated with leadership effectiveness, page 429.)

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Now, what could be the problems with trait theories are there. Trait theories, the list of potential trait is endless. So, and this traits and the test scores are not very significant because tests, this traits act in combination and what is effective single leadership pattern development which is (( )), So, patterns of effective leader behavior depends mostly on the situation in which this leadership function is performed. So, and it, traits offer little insight on what the leader actually does on the job.


In which I will, who is the probable leader or who can become leader if given a chance and he is the represent proper situation, but dose not mean like that that person actually gets a scope of showing his leadership abilities and the or the situation is there and and their grateful, it is not possible like if you define leadership better to find out the core leadership effectiveness, what the behavior of this person has actually performed. So, and we do not get inside into it, so these are some of the problems with trait theories.

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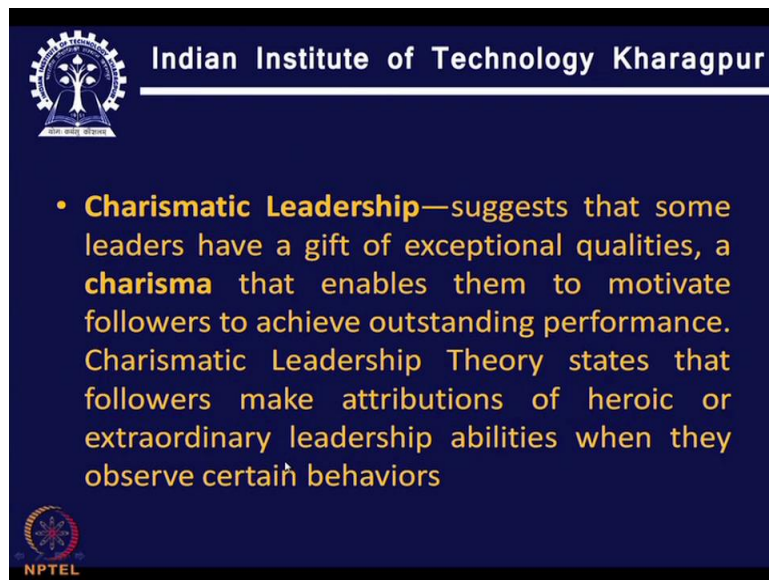
- *Conclusion*—despite shortcomings, the approach is not invalid.
- 1. Kirkpatrick and Locke research finds effective leaders do differ from others in drive, motivation, ambition, honesty, integrity, and self-confidence.
- 2. After years of research, the trait approach remains interesting, but ineffective in predicting leadership potential.



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However, though there are certain shortcomings the approach is not invalid in the sense. Kirkpatrick and Locke research findings found that effective leaders do differ from others in drive, motivation, ambition, honesty, integrity and self-confidence. So, now what happens is an interesting model, but how it is not that much effective in predicting leadership potential because situations have become more complex to which business situations have become more complex to such demands, different types of leadership and their traits could become not coming up single, but combination of two three different traits which makes it somewhat difficult for study. So, this is like it remains interesting, but when it is not able to like tell about the leadership potential in candidates.

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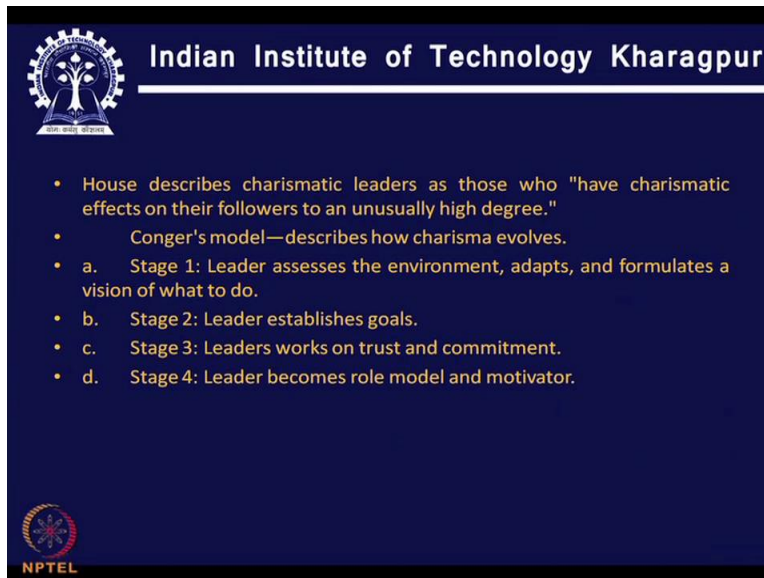
- **Charismatic Leadership**—suggests that some leaders have a gift of exceptional qualities, a **charisma** that enables them to motivate followers to achieve outstanding performance. Charismatic Leadership Theory states that followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviors

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So, next we move on to a leadership style which is charismatic leadership and which has its base in the trait theory of leadership. It suggests that some leaders have a gift of exceptional qualities, a charisma that enables them to motivate followers to outstanding performance. So, according to this leadership theory the followers make attribution of, followers make attribution of heroic or extraordinary leadership abilities when they observe certain behaviors. So, the leader has to be, have a very attractive quality, good like good power of explanation, attractive way of speaking, attractive way of addressing may be.

So, some something which draws attention and of the followers and ways of motivating setting, giving a very good emotional talk which like boost up the energy of the followers. These are some of the qualities of a charismatic leader and that is where the followers find this leader attractive. So, and they try of define this leader by like heroic leadership style. So, these these are called charismatic leadership styles.

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- House describes charismatic leaders as those who "have charismatic effects on their followers to an unusually high degree."
- Conger's model—describes how charisma evolves.
- a. Stage 1: Leader assesses the environment, adapts, and formulates a vision of what to do.
- b. Stage 2: Leader establishes goals.
- c. Stage 3: Leaders works on trust and commitment.
- d. Stage 4: Leader becomes role model and motivator.

House describes charismatic leaders as those who have charismatic effects on the followers to an unusually high degree. According to the Conger's model it describes how charisma evolves. Stage one is the leader accesses the environment, adapts and formulates a vision of what to do. Stage two is leader establishes goals. Stage three is leaders work on trust and commitment and four leader becomes role model and motivator. So, these are the four steps of charismatic leadership.

So, the third part is when you are talking of leaders who works on trust and commitment. This is where may be ethical issues come up because we try to gain other peoples confidence and trust. We should be very ethical in nature and do not try to use others for your own purposes. So, that is that these are some of the areas where leader may differ in there attitudes as far as the relationship with the followers concern like the death of the trust and whether the trust is misutilized or not and there this will give rise to ethical issues of leadership.



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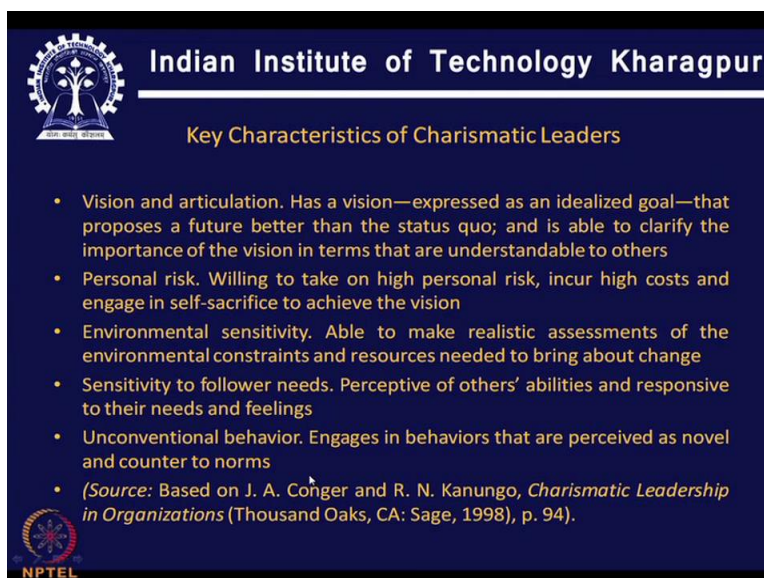
What constitutes charismatic leadership behavior?


- Empirical studies examining behavior and attributes of charismatic leaders have looked at
- articulation ability,
- affection for the leader,
- ability to inspire,
- dominating personality,
- need for influence.

 NPTEL

What constitutes charismatic leadership behavior are like as we were already discussing like summary of those, like it depends on the articulation ability, the way that you speak, the way that you communicate etcetera. Affection for the leader which is the ability to inspire, third is the ability to inspire. Fourth is the dominating personality and attracting personality and like need for interest, your need to influence someone. So, these are some of the qualities which defines like the behavior of the charismatic leaders.


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Key Characteristics of Charismatic Leaders

- Vision and articulation. Has a vision—expressed as an idealized goal—that proposes a future better than the status quo; and is able to clarify the importance of the vision in terms that are understandable to others
- Personal risk. Willing to take on high personal risk, incur high costs and engage in self-sacrifice to achieve the vision
- Environmental sensitivity. Able to make realistic assessments of the environmental constraints and resources needed to bring about change
- Sensitivity to follower needs. Perceptive of others' abilities and responsive to their needs and feelings
- Unconventional behavior. Engages in behaviors that are perceived as novel and counter to norms
- (Source: Based on J. A. Conger and R. N. Kanungo, *Charismatic Leadership in Organizations* (Thousand Oaks, CA: Sage, 1998), p. 94).

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The key characteristics of charismatic leaders are vision and articulation. This is expressed as an idealized goal that proposes a future better than the status quo and is able to clarify the importance of the vision in terms that are understandable to others. Personal risks, the person is willing to take personal risk, incur high cost and engages in self sacrifice to achieve the vision. Environmental sensitivity is they are able to make realistic assessment of the environment and constraints and resources needed to bring out changes.

One who is sensitive to follow one's needs, perceptive of others abilities and responsive to their needs and feelings and and unconventional ways of behaving, engages in behaviors that are perceived as novel and counter to norms. So, these are certain aspects of the characteristics of charismatic leader. So, power of articulation, having a vision and translating it to others and risk taking ability, followers need same as ability to do understand the followers needs, ability to scan the environment and understand the environment and realizing the constraints in the environment, how, like what changes need to be adopted, these are some of the good qualities of charismatic leaders.

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The slide features the IIT Kharagpur logo and name at the top. The main title is "Behavioral Approaches—Job-Centered and Employee-Centered Leadership". Below this, there is a bulleted list of points. The NPTEL logo is visible in the bottom left corner of the slide.

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**Behavioral Approaches—Job-Centered and Employee-Centered Leadership**

- Psychologist Kurt Lewin (1951) –
- The autocratic leaders groups tended to be
  - quarrelsome and work progressed at a modest rate.
  - When the leader was not present, work came to a halt.
- The laissez-faire group ran haphazardly and work progressed at a slow rate.
- The democratic groups ran smoothly even when the leader was absent, and the relationships of group members were more friendly. Democratic leaders openly discussed issues with group members and encouraged them to join in making decisions.
- Uris (1964) argues that effective managers use all three methods of leadership depending on the particular circumstance.

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Behaviorial approach is when we are talking of behavioral approaches, these are job centered and employee centered leadership. Psychologist Kurt Lewin, according to him the, there are different types of leadership like the autocratic leaders, laissez faire group and democratic group.

The autocratic leader groups tended to be quarrelsome and work progressed at a modest rate, when the leader was not present work came to halt. The laissez faire group ran haphazardly and work progressed to slow rate.

The democratic groups ran smoothly even when the leader was absent and the relationship of group members were more friendly. So, why this was the difference because democratic leaders opened, openly discussed issues with group members and encouraged them to join them to make decisions. According to Uris in 1964 like this argues that the effective leaders, it is not bad to be autocratic well as if you are (( )) and it is not always good like to be democratic also, but what we can say like its these three methods are fit for certain type of situations and effectively (( )) what is the maximum mix and match the situation and changes the leadership style accordingly to the needs of the situation.

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- During the 1950s, leadership studies were conducted at Ohio State University and the University of Michigan.
- The Ohio State leadership studies (Fleishman, 1953; Halpin and Winer, 1957; Hemphill and Coons, 1957) resulted in the creation of the Leader Behavior Description Questionnaire (LBDQ), a commonly used instrument to assess leadership behavior.

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During 1950s leadership studies were conducted at Ohio State University and the University of Michigan. So, these studies like the Ohio State leadership studies resulted in the creation of leader behavior descriptive questionnaire that is LBDQ and which is commonly used to assess leadership behavior.

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- The Ohio State studies used a 150 item questionnaire to examine how subordinates perceived their supervisor's behavior.
- Two behavior constructs, "consideration" and "initiating structure".
- Consideration included those items that indicated a leader's friendliness, supportiveness, and compassion.
- Initiating structures were items that indicated the degree of structure that a leader imposed on subordinates (e.g., deadlines, assigning tasks, and following standard procedures).
- In a large correlational study, Fleishman and Harris (1962) reported that turnover rate was negatively correlated with consideration, and positively associated with initiating structure, although they emphasized the nonlinearity of the relationships. "There appear to be certain critical levels beyond which increased Consideration or decreased Initiating Structure have no effect on turnover or grievance rate."
- In a summary of literature, Yukl (1989) reports that the effect of consideration has been confirmed, but the results of studies on initiating structure have not been clear or consistent.

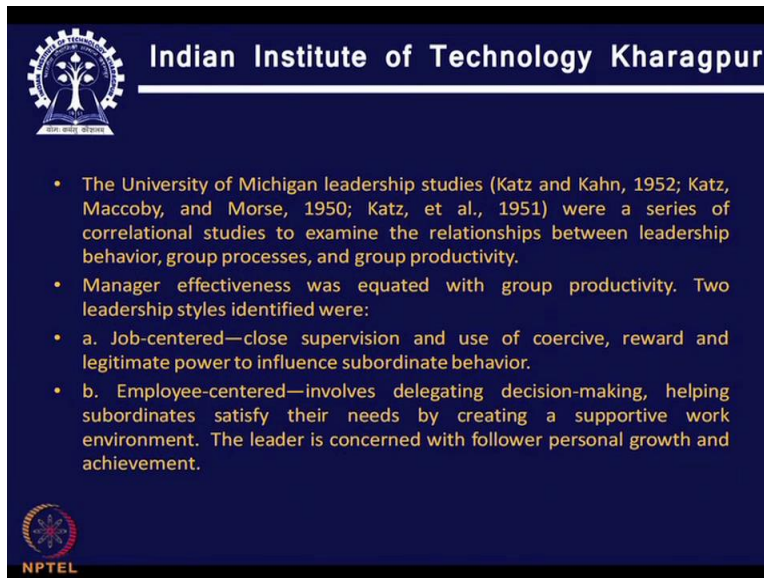


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Leadership, the Ohio State studies consider two behavioral constructs, consideration and initiating structure. In consideration those items were indicated that declare a leaders friendliness, supportiveness and compassion. Initiating structures were items that indicated the degree of structure that a leader imposed on subordinates like deadlines, assigned tasks and you have to follow up and you have to give a feedback, you have to follow standard procedures etcetera.

So, it was found like in a study like turnover rate was negatively correlated with corelation and positively correlated with initiating structure. Although, they emphasized like the nonlinearity of the relationship. So, so what we can say like after a certain level increased consideration or decrease initiating structure, both are bad. So, and they have like we have utimately in the sense no effect on the leadership behavior. So, turnover rate and greivance rate so beyond certain critical level like what we try to tell over here is like too much of consideration is, both with no consideration and too much of consideration, both are bad and there has to be balanced, balanced approach, both are consideration and initiating structure if if we are to have a good performing group.

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- The University of Michigan leadership studies (Katz and Kahn, 1952; Katz, Maccoby, and Morse, 1950; Katz, et al., 1951) were a series of correlational studies to examine the relationships between leadership behavior, group processes, and group productivity.
- Manager effectiveness was equated with group productivity. Two leadership styles identified were:
  - a. Job-centered—close supervision and use of coercive, reward and legitimate power to influence subordinate behavior.
  - b. Employee-centered—involves delegating decision-making, helping subordinates satisfy their needs by creating a supportive work environment. The leader is concerned with follower personal growth and achievement.

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The University of Michigan leadership studies were a series of correlational studies and the two leadership styles which are important from here and whether it is, leader is job centered or employee centered. So, one who is job centered is a close supervision structural and use of coercive techniques towards an ultimate power to influence subordinate behavior. One who is employee centered, one who is employee centered it involves delegation of authority, helping subordinates satisfy their needs and creating a supportive working environment.


The leader is concerned with follower personal growth and achievements. So, again it has to be a balance. So, these are only, if you can understand these are only classifications like whether you have to be, whether it is task centered or or you are like employee centered, but being too much of task centered without being concerned what the employees needs is also something which is not desirable and being too much of employee centered so that the task at hand is neglected, that is also not a desirable state for the organization what requires to be like a balanced state of balanced both being employee centered and the task centered.

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- In a summary of these studies, Likert (1961) writes that three types of leadership behavior were found to be good predictors of management effectiveness: task-oriented behavior, relationship-orientated behavior, and participative leadership.
- Task-orientated behaviors are the same as the initiating structures in the Ohio studies, and relationship-orientated behaviors are similar to the consideration construct in the Ohio studies.
- The difference between the two studies was that the Michigan study viewed participative leadership as separate from the other relationship-orientated behaviors.



So, there are three types of leadership behavior patterns like relationship orientated, participative leadership and task leadership. So, task orientated behaviors are same as initiating structures in the Ohio studies and relationship centeric orientated are similar to consideration construct. So, what is the difference is that in Ohio studies participative leadership was given a separate category as from the other relationship oriented behaviors.


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**Likert's Systems or Styles Leadership**


Leadership characteristics	System1 Exploitative Autocratic	System 2 Benevolent Autocratic	System3 Participative	System 4 Democratic
Leadership process	No confidence and trust in subordinates	Condescending confidence and trust in subordinates	Sustantial but not complete confidence and trust in subordinates	Complete confidence and trust in subordinates
Motivational forces	Physical security, economic needs and some use for desire for status.	Economic needs and moderate use of ego motives	Economic needs and considerable use of ego and other major motives	Full use of economic, ego and other major motives arising from group goals
Communication	Very little	little	Quite	Much between individual and group



So, we can see the four leadership styles says exploitative autocratic, benevolent autocratic, participative and democratic. We see like the different forces, the characteristics like leadership process which is no confidence in trusting subordinate to increase integrity to when we are moving towards system four democratic is complete confidence and trust in subordinates. Motivational force for group one system is physical security, economic needs and some use for desire for status.

And as I progress towards the right hand side. So, it is like full utilization of everything like economic status, ego and other major motives arising from the group goals. So, having again what we are telling are focus on the both, when you talking of communication is very little when you are concerned with autocratic exploitative leaders and much of communication between individuals and groups when you are talking of a democratic leader and this is a progressive from very little to much, these, this is a progression that we find as we move from the styles of exploitive leadership to democratic leadership style.


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**Likert's Systems or Styles Leadership**

Interaction	Little interaction and always with fear and distrust	Little interaction and usually with some condescension by superiors, fear and caution by subordinates.	Moderate interaction, often with fair amount of confidence and trust	Extensive friendly interaction with high degree of confidence and trust
Decision making	Bulk of decision at top of organization	Policy at top, many decisions with prescribed framework made at lower levels but usually checked with top before decision is taken	Broad policy decision at top, more specific decision at lower levels	Decision making widely done throughout organization, well integrated through linking process provided by overlapping groups
Goal setting	Orders issued	Orders issued but opportunity to comment may exist	Goals are set or orders are issued after discussion with subordinates of problems and planned action	Except in emergencies, goals are usually established by group participation

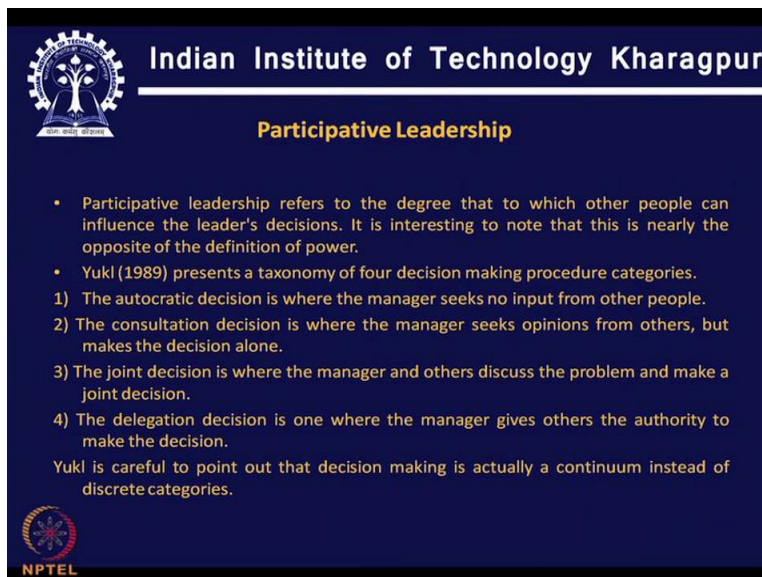


When you are talking of interaction in the exploitative style there is little interaction in whatever interaction is there that is always with fear and mistrust and when you are talking of democratic style it is like extensively friendly interaction and it moves through the process, two stages of little interaction and usually some like fear and when you have to and moderate interaction in the

previous two stages of benevolent, autocratic and participative leadership step. When you are talking of decision making in authoritative its bar code decisions at the top level of the organization when you are in the democratic style its decision making which is done throughout the organization, well integrated through the process and it is pro hided like the process which is provided by over lapping groups.

Goal setting in the auto, exploited to authoritative group is orders are issued and when you are talking of in most of the stages of orders issued and, but the oppurtunity to comment may exist in benevolent, autocratic, in participate what leadership is going for both the set and orders are issued at after discussion with subordinates and in democratic like it goes itself much from the groups and the groups participation. So, these are the ways in which like the, it shows the progression and shows how the followers get involved in whole processes of like deciding for the group.

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The slide features the IIT Kharagpur logo on the left and the text on the right. The title 'Participative Leadership' is centered in yellow. The content includes a definition of participative leadership, a reference to Yukl's (1989) taxonomy of four decision-making categories, and a note that decision-making is a continuum.

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**Participative Leadership**

- Participative leadership refers to the degree that to which other people can influence the leader's decisions. It is interesting to note that this is nearly the opposite of the definition of power.
- Yukl (1989) presents a taxonomy of four decision making procedure categories.
  - 1) The autocratic decision is where the manager seeks no input from other people.
  - 2) The consultation decision is where the manager seeks opinions from others, but makes the decision alone.
  - 3) The joint decision is where the manager and others discuss the problem and make a joint decision.
  - 4) The delegation decision is one where the manager gives others the authority to make the decision.

Yukl is careful to point out that decision making is actually a continuum instead of discrete categories.

**NPTEL**

When you are talking of particapative leadership, it talks of a leadership style in which participated leaders (( )) to the degrees to which other people in the group can influence the leaders decision. So, the decision is autocratic in nature when others, when the manager seeks no input from other people. It is consultation decision when he seeks opinions from others, but



makes the decision alone. The joint decision is where manager and others discuss the problem and make a joint decision.

Delegation decision is one where the managers gives others the authority to make the decision and these are the four types of decision and Yukl pointed it out like it is a continuum, it is a degree rather than putting it into common like separate categories and like participative decision making is more when you are talking of either joint decisions or like deligation of decision.

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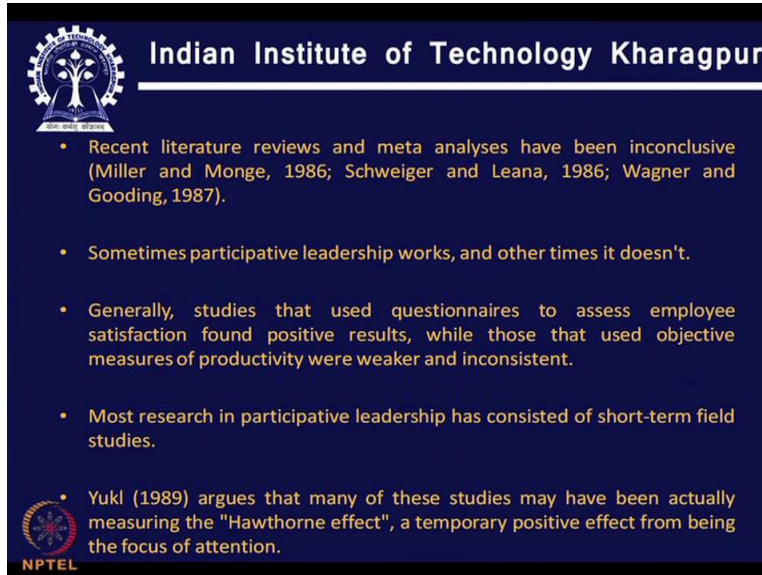
- The first studies on participative leadership were conducted by Lewin, Lippitt, and White in 1939.
- Hundreds of studies have been conducted since that time with mixed results.
- Claims have been made that participative management results in improved decisions, facilitation of change, identification with leadership, and a high level of achievement (Williams and Huber, 1986).

The first studies were conducted by Lewin, Lippitt and White in 1939 and it is claimed that participative management results in improved decisions, facilitation of change and identification of the leadership and high level of acheivement because you can understand what we need is a joint decision where people are willing their opinion regarding their decision to be taken or when they are taking the decision on behalf of the leader, they are totally involved in the process of the decision making.

And we know the process of decisions and know the alternatives, know the solutions that is why this is an improved, this leads to improved decision making and facilitates change because they are involved in the process, the people about whom the decision are taken are when they are involved in the process of decision making. This makes change more easily acceptable because those changes will affect them and they are to adhere to the changes and adjust with it. So, when

they are involved in the decision making process, acceptance of the decision and facilitation of the change happens.

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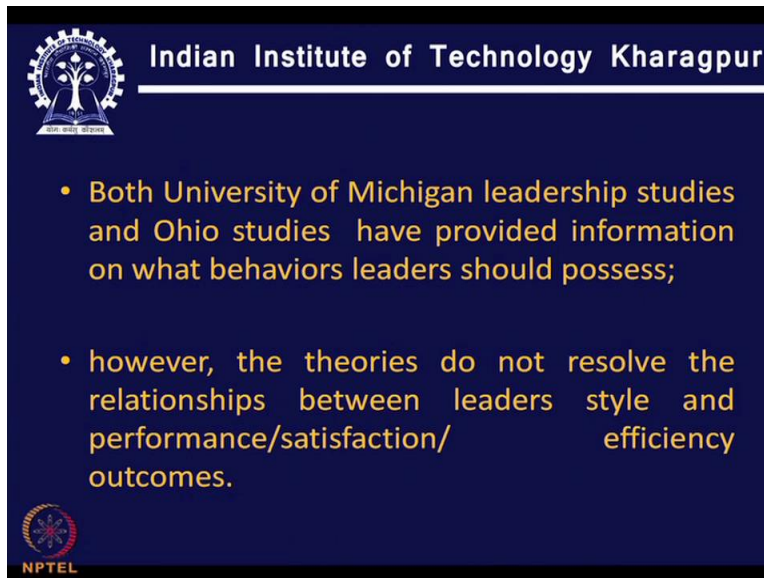
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- Recent literature reviews and meta analyses have been inconclusive (Miller and Monge, 1986; Schweiger and Leana, 1986; Wagner and Gooding, 1987).
- Sometimes participative leadership works, and other times it doesn't.
- Generally, studies that used questionnaires to assess employee satisfaction found positive results, while those that used objective measures of productivity were weaker and inconsistent.
- Most research in participative leadership has consisted of short-term field studies.
- Yukl (1989) argues that many of these studies may have been actually measuring the "Hawthorne effect", a temporary positive effect from being the focus of attention.

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So, sometimes participative leadership works and in certain times it does not like when when there is a situation of emergency and some uncertainty, lot of uncertainties there when when the followers themselves are not developed enough to make mature decisions; in those cases participative leadership is not something which is possible and may be the leader has to take some benevolent autocratic decisions and not allow or go for participation in situations of emergency and when the the followers are not matured enough or time is a constraint we have to take these factors into consideration to find out whether participative leadership is the answer for the situation that we are in.

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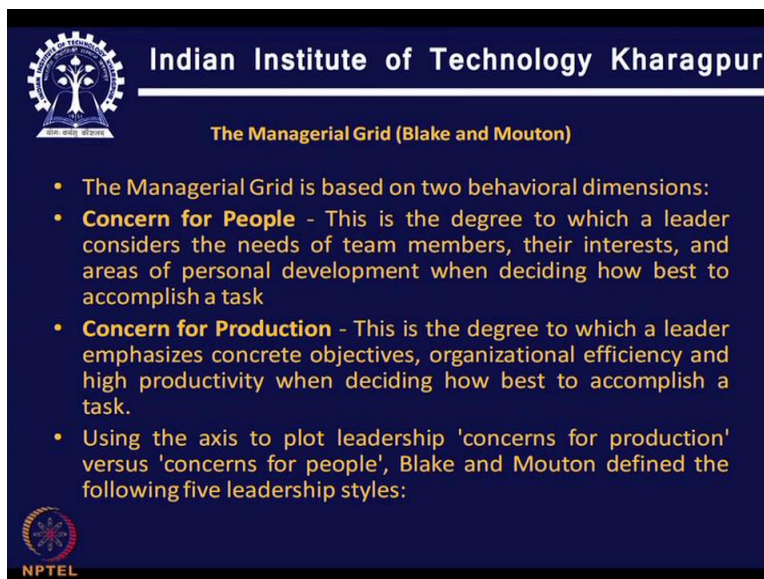
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- Both University of Michigan leadership studies and Ohio studies have provided information on what behaviors leaders should possess;
- however, the theories do not resolve the relationships between leaders style and performance/satisfaction/ efficiency outcomes.

NPTEL

So, though they used to studies are focused on a leadership behavior pattern, but they are not shown what what is the performance, satisfaction, efficiency outcome with this leadership styles.

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The Managerial Grid (Blake and Mouton)

- The Managerial Grid is based on two behavioral dimensions:
- **Concern for People** - This is the degree to which a leader considers the needs of team members, their interests, and areas of personal development when deciding how best to accomplish a task
- **Concern for Production** - This is the degree to which a leader emphasizes concrete objectives, organizational efficiency and high productivity when deciding how best to accomplish a task.
- Using the axis to plot leadership 'concerns for production' versus 'concerns for people', Blake and Mouton defined the following five leadership styles:

NPTEL

The Managerial Grid and the Blake and Moutons they have given two behavioral dimensions, that is one is the concern for people and other is the concern for production. So, in the, in one

axis concern for production is given and the other axis concern for people is given, it is divided into nine grids like nine points in both ways.

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The slide features the IIT Kharagpur logo at the top left and the text "Indian Institute of Technology Kharagpur" at the top right. The main content is a bulleted list describing "Country Club Leadership".

- **Country Club Leadership**
- **High People/Low Production**  
This style of leader is most concerned about the needs and feelings of members of his/her team. These people operate under the assumption that as long as team members are happy and secure then they will work hard. What tends to result is a work environment that is very relaxed and fun but where production suffers due to lack of direction and control.

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And the different we get different leadership styles like the country club leadership which is more high people and low production orientation. So, this is more concerned with the needs and feelings of the team members. So, they feel like as long as team members are happy they will be performing more. So, it is very relaxing and fun filled environment, but in that case production may suffer due to lack of direction and control.

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- **Produce or Perish Leadership**
- **High Production/Low People**  
Also known as Authoritarian or Compliance Leaders, people in this category believe that employees are simply a means to an end. Employee needs are always secondary to the need for efficient and productive workplaces. This type of leader is very autocratic, has strict work rules, policies, and procedures, and views punishment as the most effective means to motivate employees.



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Produce or perish leadership is very high production oriented, low people oriented, that is there could be a stress once the people like because they are always target oriented may be there is no fun environment. So, strict, there are strict work rules, policies and procedures and use punishment as most effective means to motivate employees.

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- **Team Leadership - High Production/High People**

According to the Blake Mouton model, this is the pinnacle of managerial style. These leaders stress production needs and the needs of the people equally highly.

The premise here is that employees are involved in understanding organizational purpose and determining production needs.

When employees are committed to, and have a stake in the organization's success, their needs and production needs coincide.

This creates a team environment based on trust and respect, which leads to high satisfaction and motivation and, as a result, high production.



NPTEL

Impoverished leadership, this low production and low people, so it is most ineffective leadership style. Middle of the road is middle production, medium people who takes like leaves balance between other two competing concerns. So, now it may appear to be the ideal compromise, but you do not know like neither production or nor people related needs are fully met. So, in some cases these people have to settle for average performance. The best is the leadership style which is team leadership which is high production, high people oriented.

So, they treat both the production needs and the needs of the people equally high. So, when the people understand the organization's goal and that is related with their own goal. So, they can understand like for by reaching the organization goal only, their own goals can be fulfilled. So, organization success and then they participate in the organization success, and then by being a part of that success, they also get recognition and they can fulfill their personal dreams. So, their needs and organizational goals coincide and that is how there is a complete blend of these two needs like for high production, orientation and high people orientation.

So, it is a mutual environment which is based on trust, respect and which leads to high performance and motivation, inspiration and as a result which leads to high production. So, we end over here and before this and we will continue in the next lecture with other leadership styles which are present and find out like what are the like different constraints in terms of like when we are discussing contingency leadership, what are the situational factors which may act as a constraint where people have to change their leadership styles, should what style be always followed or same leaders can follow different styles according to the situations. We will go through these discussions in the next two subsequent lectures.

Thank you.