

Organizational Behaviour
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Lecture - 34
Leadership (Contd.)

Welcome to the section on leadership, in the last class we have discussed about what is leadership, the definition of leadership. And we have visited some of the straight theories of leadership and behavioral theories of leadership. Today we will continue with some of the some more of the behavioral theories and will move to the situational leadership as and look into like other theories, which as continues in leadership styles. And in the in this part of this discussion and in the next session will continue with the more recent leadership styles and leadership in the cultural context. And whether leadership can be substituted or not. So, first we look into leadership styles which is called Reddin's 3-D model of leadership.

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Reddin's 3-D Leadership model


- Bill Reddin introduced a model of leadership style containing four basic types, namely:
- 1. High relationship orientation & high task orientation is called as INTEGRATED TYPE.
- 2. High relationship orientation & low task orientation is called as RELATED TYPE.
- 3. Low relationship orientation & high task orientation is called as DEDICATED TYPE.
- 4. Low relationship orientation & low task orientation is called as SEPARATED TYPE.
- Further, by measuring the level of effectiveness of each style Reddin developed this basic model into eight leadership styles.
- The modified model is called "The 3-D Theory of Managerial Effectiveness."

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Bill Reddin introduced the leadership style which contains of four basic types, like high relationship orientation and high task orientation, which is called integrative type. High relationship orientation and low task orientation which is called related type. Low relationship orientation and high task orientation, which is called a dedicated type. And low relationship orientation and low task orientation which is called a separated type.

So, what Ridden in did is based on the effectiveness of each of these styles in different types of situations like whether you are applying this particular type, this type in the appropriate situation and not based on that the Ridden classify, this model into eight leadership styles. Like whether it is and that is called like this model as to be called Ridden's 3- D model of leadership effectiveness. Means these are the basic styles model, but whether you have applying properly to a particular situation or not that we have been defined your style of leadership. So, will try to visit into each of each of these four styles of leadership and along with the subtypes, and is based on effectiveness. Whether it is effectively particular situation, then what is the a name given to if it is not effective style in a particular situation in then what is the meaning given to it.


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The below table shows the Less Effective & More Effective Leadership styles in each basic types.

Less Effective	Basic types	More Effective
Deserter	SEPARATED	Bureaucratic
Missionary	RELATED	Developer
Autocratic	DEDICATED	Benevolent Autocratic
Compromiser	INTEGRATED	Executive



So, in this table below shows like for the basic types there are given to parts of the less effective style and the more effective style. Like further separate in less effective style is the disaster in the more effective styles in a bureaucratic for related the less effective style is the missionary, and the more effective style is a developer. For a dedicated basic types of the less effective style is autocratic, and more effective style is benevolent autocratic and to the integrity type the less effective style it is compromiser, and the more effective style is the executive. Now, what you will do is the try to go to the details of each of these types so that you can know they may better way.


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SEPARATED BASIC TYPES

- **DESERTER: LESS EFFECTIVE LEADERSHIP STYLE.**
- This is essentially a hand-off or laissez-faire approach : avoidance of any involvement or intervention which would upset the status;
- assuming a neutral attitude toward what is going on during the day;
- looking the other way to avoid enforcing rules;
- keeping out of the way of both supervisors and subordinates; avoidance of change and planning.
- The activities undertaken (or initiated) by managers who use this approach tend to be defensive in nature.
- People who achieve high scores may be adverse to managerial tasks or may have begun to lose interest in such tasks. This does not necessarily mean they are bad managers; they just try to maintain the status quo and avoid “rocking the boat”.



Let me the basic style is separated basic type, then the less effective style is known as deserter. So, in this what is happening this is basically laissez-faire approach in which, the team is left with in self and the leader avoids the involvement of intervention and in the group which will make upset the status. So, well undertake several neutral attitude towards what is going on during the day. So, which looking the other way to enforce the rules and the activities done as defective in nature, so because what happens like I do not want to get involved in the whole thing and separate myself out from the group, each situation when it is needed. That is what it differentiates a deserter’s which becomes a less effective style.

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- **BUREAUCRATIC: MORE EFFECTIVE LEADERSHIP STYLE**
- This is a legalistic and procedural approach: adherence to rules and procedures;
- acceptance of hierarchy of authority; preference of formal channels of communication. High scorers tend to be systematic.
- They function at their best in well structured situations where policies are clear, roles are well defined and criteria of performance are objective and universally applied.
- Because they insist on rational systems, these managers may be seen as autocratic, rigid or fussy. Because of their dependence on rules and procedures, they are hardly distinguished from autocratic managers.



Bureaucratic which is a more effective leadership style, like where maybe it is more rigid like you become a part. And part of the situation, and when you tried to involved yourself in a we try to guide the people and in those situation then they we will seen autocratic (()), but in some cases this type of leadership will required. So, based on the situation and whether you separate yourself you will get you involved, some one of the style gets it is me, has less effective or being more effective in nature.

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DEDICATED BASIC TYPES

- **AUTOCRATIC: LESS EFFECTIVE LEADERSHIP STYLE.**
- This is a directive and controlling approach. Concern for production and output outweighs the concern for workers and their relationship.
- Managers who score high tend to be formal. They assign tasks to subordinates and watch implementation closely.
- Errors are not tolerated, and deviation from stated objectives or directives is forbidden.
- They make unilateral decisions and feel no need to explain or justify them. They minimize interaction with people, or limit communication to the essential demand of the task at hand.
- They believe in individual responsibility and consider group meetings a waste of time.
- They tend to be formal, straightforward and critical.
- For that reason, they are likely to be perceived as cold and arbitrary, particularly by subordinates who have strong need for support and reassurance.

In initial we were the talking about the dedicated basic types, so the less effective style is autocratic well in the concerned for production and output to a like ways and out ways the person for people relationship. So, were people make unilateral justice decisions they know and feel no need to justify their decisions, and do you like the want to be formal. And the mission the task to the subordinates in that cases its move of life it more concerned with task, rather than be concerned with the people. So, they are straight forward and critical in nature. This is again coalesce autocratic their less effective based on the situation then where it is done again.

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BENEVOLENT AUTOCRATIC: MORE EFFECTIVE LEADERSHIP STYLE

- This is the communicative counterpart of the autocratic style.
- It is still directive and interventionist. High scorers are seen as task masters who devote themselves comfortably to the accomplishment of production objectives.
- They enjoy tackling operational problems and may have less patience dealing with problems of human relation.
- They keep in touch with subordinates, instructing them, answering their questions and helping them with operational problems.
- They structure daily work, set objectives give orders or delegate with firm accountability.
- They would not hesitate to discipline or reprimand, but do that fairly and without antagonizing their subordinates.
- They meet group needs but ignore one-to-one personal relationship.



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When our into autocratic it is taking to be a more effective leadership style. So, in this what is happens it is autocratic in nature, but it is communicate in nature with their subordinate the convey to then the messages they discuss with them, like they answer there quarries they keep in touch with this subordinates. And they delegate the responsibilities so what is happening over here they, they do not want to antagonize their subordinates. So, the are meeting the groups needs not inter close to the individual personal relationship. So, the this again this set of more effective leadership style as compared to the only the autocratic leadership.

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RELATED BASIC TYPES

- MISSIONARY: LESS EFFECTIVE LEADERSHIP STYLE.
- This is an affective (supportive) approach.
- It emphasizes congeniality and positive climate in the work place.
- High scorers are sensitive to subordinates' personal needs and concerns. They try to keep people happy by giving the most they can.
- Supportive behavior represents the positive component of this style.
- It has, however, a defensive counterpart. They may avoid or smooth over conflict, feel uncomfortable enforcing controls and find difficulty denying requests or making candid appraisals.



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When we are talking about the related basic types missionary less effective leadership so why so it raise to take care of the person too much. And sometimes subordinates about the task off-hands is too much of personal orientation and too much of necessity towards persons needs and concerns. But the lesser focus very less focus on the task at hand and which may suffer the reason of which task may suffer. When we talking of a developer, developer is which falling personal orientation to the dignity where it is required and also being task orientation.

So, if it is not required for a particular situation to be too much of personal orientation, but you have to before task also developer is a person, who keeps a valance and to look towards their verity of focuses is an task on the subordinates is developed. And a good climate which can like take care of the personal needs, and also the like the task and both can be blinded to be together so that is called the developer.

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The slide features the IIT Kharagpur logo at the top left and the NPTEL logo at the bottom left. The title 'INTEGRATED BASIC TYPES' is centered in yellow text. Below the title, a bulleted list describes the 'COMPROMISER: LESS EFFECTIVE LEADERSHIP STYLE'.

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INTEGRATED BASIC TYPES

- **COMPROMISER: LESS EFFECTIVE LEADERSHIP STYLE.**
- Express appreciation of both human relations orientation and task orientation.
- They however admit to difficulties in integrating them.
- Therefore they may vacillate between task requirements and demand for human relations.
- In order to alleviate immediate pressures, they may resort to compromise solutions or expediency.
- They may be sensitive to reality considerations which stand in the way, and willing to delay action for whatever reason, internal or external.
- Their realistic assessment of situations may explain why they do not use freely the approach they actually prefer, that is, the Executive approach.

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When you talking of compromiser and which is integrative basic type whether is more of integration between human relation, orientation and task orientation. So, when you talking of compromiser, this is unless the relates effective style. So, in your work is done in order to alleviate immediate pressure there and try to disserve to compromise to situations, which again may a spring up little also, they may what they towards restate the requirement of the task and demands for human relations. So, this is not a much of an effective style as compared to like.

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- EXECUTIVE: MORE EFFECTIVE LEADERSHIP STYLE
- This approach integrates task orientation and human relations orientation in response to realistic demand.
- It is best described as consultative, interactive, and problem solving approach.
- This approach is called for in managing operations which require exploration of alternative solutions, pooling different resources, and integrating opposing perspectives.
- They favor a team approach in problem solving, planning and decision making. They stimulate communication among subordinates, thus obtain collective ideas and suggestions.
- Managers who use this approach are usually perceived as good motivators who tend to deal openly with conflict and who try to obtain collective commitment



We are talking of an executive, so where this more effective there is an approach to integrate task orientation and human relations orientation in response to realistic demand. So, it is consultative interactive and problem-solving approach, so this approach is called in managing operations, which requires exploration of for alternative solution. So, in discussion with in people in solving problem solving the in permanent session really come to like there able to particular solution about, how things to be done and it is obtains collective of ideas and suggestions.

So, people who participate the style practice the style and people who are practicing the style and generally called to be like good motivated people are taking to be good motivators, the look at the openly with a conflict and who try to obtain to come collective commitment. So, these are six were eight different these are eight different ways of classifying the basics style, what you see means way up word to the we were of lapping like when you talking of autocratic, when I wouldn't touch out autocratic and when you talking go of like in the developer and executives. So, these terms we appear to be overlapping, so that you can do particular can domain we can take to be the like plus and minus these two effectiveness of the leadership style.

Again style is effective and when it is applicable to the particular situation in this situation demands that style, and you also undertake that style when then it is more effective in nature as compared to the style, if when the leadership style you have and if it is not

matching with the particular demands of the situation. So, that is how we classify this leadership styles into eight different styles.

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Six Emotional leadership styles by Goleman

- Daniel Goleman, Richard Boyatzis and Annie McKee, in Primal Leadership, HBS Press, 2004
- **The Visionary Leader**
- The Visionary Leader moves people towards a shared vision, telling them where to go but not how to get there - thus motivating them to struggle forwards.
- They openly share information, hence giving knowledge power to others.
- They can fail when trying to motivate more experienced experts or peers.
- This style is best when a new direction is needed.
- Overall, it has a very strong impact on the climate.
- It has a highly positive impact on the climate.

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Six emotional leadership styles by Goleman, so Goleman classified leadership styles into the visionary leader, so how moves people towards a shared vision telling them where to go and out to go the sort of thing. But not defining too much how to go in the sense like they have this struggle forward to know how to go for a forward, this were to go then openly sharing information and giving them powers knowledge powers to others. It is more working and new direction is to be viewer and overall experience to trying to experience motivate more experienced people. Next what appears in this style me fails in the sense like these experienced people I already developed some style of their own. So, it as a very positive impact on the there is a highly positive impact on the climate. So, first style is the visionary leader.

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- **The Affiliative Leader**
- The Affiliative Leader creates people connections and thus harmony within the organization.
- It is a very collaborative style which focuses on emotional needs over work needs.
- When done badly, it avoids emotionally distressing situations such as negative feedback.
- Done well, it is often used alongside visionary leadership.
- It is best used for healing rifts and getting through stressful situations.
- It has a positive impact on climate.



Affiliative leader is one who creates people connections and thus harmony within the organization. So, it is a very collaborative style which focuses on emotional needs over the work needs. So, this will be used along the visionary leadership why because of people were connected to each other and understand the vision of organization, they can invite vision within themselves share it with others. And form a group with shared the vision of the organization and work accordingly. So, this it as a positive impact on climate.

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- **The Coaching Leader**
 - The Coaching Leader connects wants to organizational goals,
 - holding long conversations that reach beyond the workplace,
 - helping people find strengths and weaknesses and tying these to career aspirations and actions.
 - They are good at delegating challenging assignments,
 - demonstrating faith that demands justification and which leads to high levels of loyalty.
 - Done badly, this style looks like micromanaging.
 - It is best used when individuals need to build long-term capabilities.
 - It has a highly positive impact on the climate.

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The coaching leader is one who tries to connect individual wants to the organization goals the coaching leader is value close it is such things beyond the workplace in helping people to find this strength and weaknesses, untying these to the career aspirations and actions. So, people are people have to be exploitive approaching because and this as to be helped to the long-term capabilities of people and is slight and it is try to develop a them people we tries to develop the potentials of the people.

So, these are very important styles and how we use it and it is a very high positive impact on the climate. And this coaching style helps to in a like coaching a varies where we delegating in challenging assignments because people can get the feeling of like doing something very important challenging, interesting than the person there asked to guide them.

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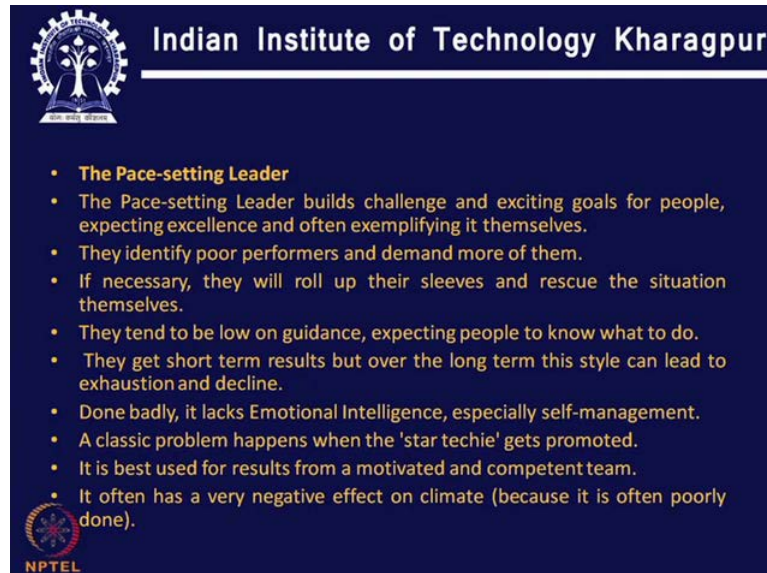
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- **The Democratic Leader**
- The Democratic Leader acts to value inputs and commitment via participation, listening to both the bad and the good news.
- When done badly, it looks like lots of listening but very little effective action.
- It is best used to gain buy-in or when simple inputs are needed (when you are uncertain).
- It has a positive impact on climate.

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Democratic leader, democratic leader acts to value inputs and commitments via participation listening to both bad and the good news. So, if it is not done correctly choose like the everything has to little affective no action is taken. So, people at a very cautious of using this type and it has a positive impact on the climate.

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- **The Pace-setting Leader**
- The Pace-setting Leader builds challenge and exciting goals for people, expecting excellence and often exemplifying it themselves.
- They identify poor performers and demand more of them.
- If necessary, they will roll up their sleeves and rescue the situation themselves.
- They tend to be low on guidance, expecting people to know what to do.
- They get short term results but over the long term this style can lead to exhaustion and decline.
- Done badly, it lacks Emotional Intelligence, especially self-management.
- A classic problem happens when the 'star techie' gets promoted.
- It is best used for results from a motivated and competent team.
- It often has a very negative effect on climate (because it is often poorly done).

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The pacesetting leader is one you build challenging and exciting goals for people, expecting excellence often exemplifying themselves. So, they identify poor performance and demand more of them so and they tend to be low a guidance expecting people, to

know what to do so, it done badly lacks emotional intelligence in especially in self-management. And this is it if really done we need to relative effective the time, so where we need try to be a pacesetting leader there here to very cautious about what goals you are setting, what challenges you are setting. And how you are going to participating it.

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- **The Commanding Leader**
- The Commanding Leader soothes fears and gives clear directions by his or her powerful stance, commanding and expecting full compliance (agreement is not needed).
- They need emotional self-control for success and can seem cold and distant.
- This approach is best in times of crisis when you need unquestioned rapid action and with problem employees who do not respond to other methods.

The commanding leader, the commanding leader so other fears and give you clear directions to by his or her powerful stance commanding and expecting full compliance. So, the they need emotional self-control for success and can seem cool and distant. So, this is this is more important terms of crisis, so when you need unquestioned rapid action and with problem employees who do not respond to other methods.

So, what you find the way here all the leadership styles are important in their own prospective based on how what situations its can it is a applicable. So, it is this is good this is bad, each of the situation's unit based on the situations and required is what type of style that we leadership use and may be a good leader is what who can sense the situation. And try to apply the skills in the style which is appropriate for that particular situation.


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Situational Approaches

- Situational leadership theory refers to belief that the relative importance of leadership behaviors depends on the situation.
- Aspects of the situation that modify the importance of behavior are called situational moderator variables.
- Situational theories suggest that leadership effectiveness depends on the fit between personality, task, power, attitudes, and perceptions and an effective leader must be flexible and adaptive.
- Deciding how to lead is difficult and requires an analysis of leader, group, and situation.



When you are talking about situation errors and situational approaches the leadership also. So, the situational leadership theory refers to the belief that the relative importance of leadership behaviors depends on the situation. And aspects of the situation which tries to modify the importance of the behavior or called situational moderator variables. So, situational leadership theories suggest the leadership effectiveness depends on the affectivity between the personality, task, power, attitudes and perception. And an effective leaders must be flexible and adaptive so, as deciding how to lead is difficult and requires an analysis of leader group and situation.

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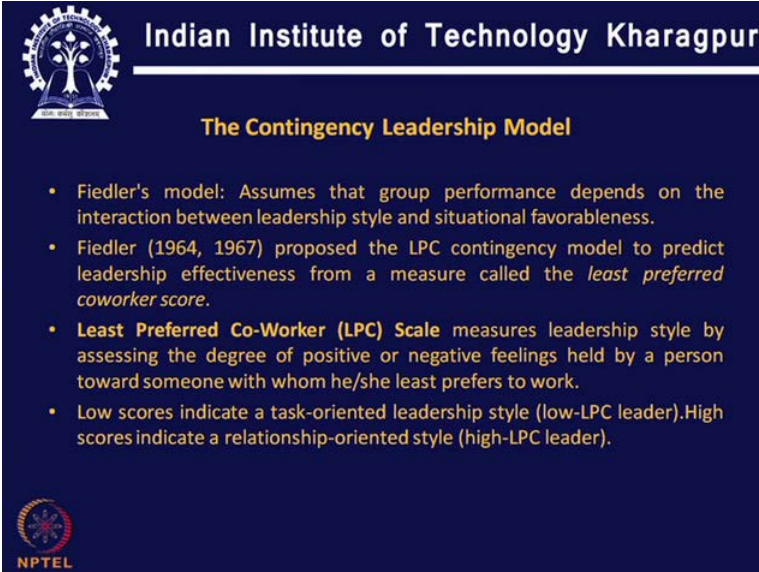
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- Successful manager (Tannenbaum and Schmidt): the successful manager "maintains a high batting average in accurately assessing the forces that determine what his most appropriate behavior at any given time should be and in actually being able to behave accordingly.
- Situational factors like value system, wants, confidence, willingness will determine the balance between use of authority by leader and decision making and action freedom for followers.
- Accordingly the styles are telling, selling, suggesting, consulting, joining, delegating and abdicating.



So, the life before your successful manager like successful managers maintain high average in a excessive in the forces that determine what is most appropriate behavior at a any given time, should be actually be a able to behave accordingly. So, situational factors like value system wants confidence willing less will determine, the balance between use of authority by leader and decision-making, and action freedom for followers. So, if you want to fix the style of accordingly different styles are telling, selling, suggesting, consulting, joining, delegating and abdicating.

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The Contingency Leadership Model

- Fiedler's model: Assumes that group performance depends on the interaction between leadership style and situational favorableness.
- Fiedler (1964, 1967) proposed the LPC contingency model to predict leadership effectiveness from a measure called the *least preferred coworker score*.
- **Least Preferred Co-Worker (LPC) Scale** measures leadership style by assessing the degree of positive or negative feelings held by a person toward someone with whom he/she least prefers to work.
- Low scores indicate a task-oriented leadership style (low-LPC leader). High scores indicate a relationship-oriented style (high-LPC leader).


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Being a talking of contingency theory leadership model, contingency leadership model it assumes the group performance depends on the not only they interact behavior part, but well leadership style and the situational favorableness. So, the first and leadership model which is identified here its least preferred co-worker LPC. So, this is analyzed by is selling like which is the leadership style, which is more preferably by the a person however holding a positive around negative opinion, towards something like with whom he will prefer to low task orientation leadership style. And indicates is indicating with the low score and high score is indicates relationship in more orientation style it will like with high LPC leader.

So, there is a difference how, how this style gives interpreted according to the whether you are a you, and showing your yard positive feelings are emotions you are indicating from here. And thing your preference by having a like, low score of the some low score of how

you understand and a particular individual and your preference for particular individual. So, this part like you can like if you can understand by a particular pictures than this is why...

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- The leader is asked to grade their least favorite worker on a series of bipolar adjectives (e.g. pleasant versus unpleasant, friendly versus unfriendly, gloomy versus cheerful).
- The scales are arranged so that the most lenient leader would receive the highest LPC score.
- Fiedler's rationale was that leaders who received high LPC scores were primarily motivated to have positive relationships, and that the achievement of task objectives was secondary.
- The degree to which LPC scores correlated with effectiveness was modified by a "situational favorability variable".
- The situational favorability variable consisted of three aspects of the situation: leader-manager relations, position power, and task structure.
- **a. Leader-member relations**—the degree of trust, confidence and respect that followers have in the leader. Has the greatest impact on the situation's favorability.
- **b. Task structure**—the extent to which follower tasks are structured (the second most influential factor).
- **c. Position power**—the amount of leader's formal power.

Here asked to you grade with a someone is more favorable or less favorable, favorable to a particular personal season by pro activities like pleasant and unpleasant friendly unfriendly. So, what is happened is like whether to be the dignity which LPC is course correlated with effectiveness, which was modified the situational probability acted know. Situational variable consisted of three aspect of situation like they are leader may be a relation position power and tasks structure.


So, leader who we relationship is the degree of trust, confidence and whose take that followers and have a leader that they factor and situational favorability tasks structure the extent to the which followers, task structures. And the second most influential factor position power is a amount of leaders formals power all these things separately and it will be very determined, we were in the high close group in the outsource.

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- The most favorable situation was associated with good leader-member relations, high task structure (authority), and strong position power.
- The least favorable situation is associated with poor leader-member relations, low task structure and weak position power.
- According to Fiedler: Low-LPC (task-oriented) leaders are best in situations of low and high favorability. High-LPC (relationship-oriented) leaders are best in situations of moderate favorability (the situation is neither very good or very bad).




The most favorable situation is one associated with it is good leader relationships and high task structure and strong position power. The least favorable situation is associated with poor leader member relationship and lows task structure and weak position power. So, according to Fiedler low task orientation low LPC and task oriented leaders and testing situations of low and high favorability. In high LPC leaders are best situations moderate favorability thus situation is neither very good or very bad. So, if you can see like we here either of high value low favorability input in cases it can be can task oriented, but when we are immoderate situation and if you want to like motivate the people, or inspire the people than maybe relationship oriented is the best answers.

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- Fiedler asserts that leaders cannot be effectively trained to change their leadership style;
- thus, the situation's favorableness should be changed to fit the leader's style by:
 - a. Identifying the leader's style.
 - b. Identifying the situational favorableness of the leader's situation.
 - c. Selecting the best strategy for matching the situation to the leader's style



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So, Fiedler asserts that leaders cannot be effectively trained until and unless they change their ability change, their leadership style change. And again like the favorability of the situation should be changed to with your leaders style by identifying what is the leader style. So, identify the situational variables of the leaders situation and in selecting the best strategy firm acting a situation the leaders style. So, these are the three things which needs to be done, so that the situation appears favorable and the based on that, it work leadership style should best fit in that particular situation.

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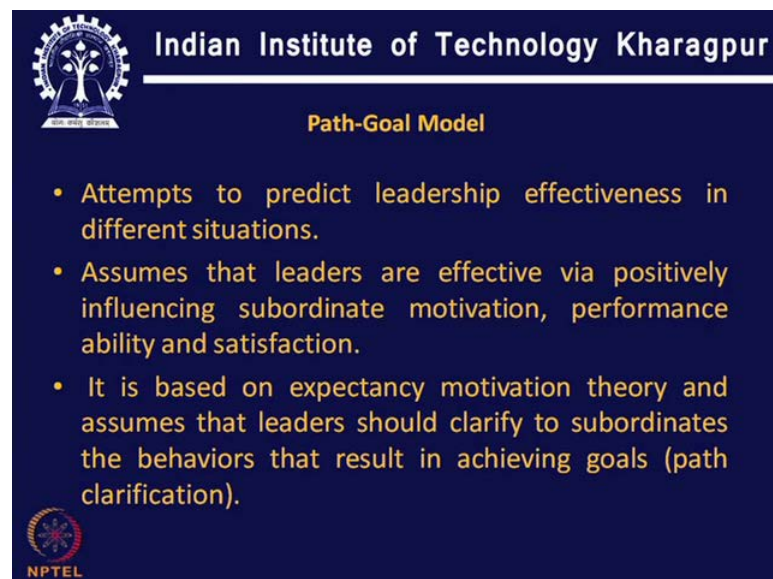
- Another contingency model was proposed by Fiedler in 1986.
- Cognitive resource theory attempts to examine the conditions whereby intelligence, experience, and expertise become predictive of leadership effectiveness.
- Fiedler proposed that the effect of cognitive resources becomes significant only when the leader is directive, when there is little stress, and when the leader has some expertise that cannot be performed by subordinates.
- The theory predicts that in low-stress situations, the leader's intelligence has a strong impact on effectiveness, and in high-stress conditions, the leader's expertise is more important.



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Another contingency model which was proposed by Fiedler was where cognitive resource model and fielder that should a cognitive models become its attempt only when will there is in directive will there is little stress. And when the leaders some expertise, that can be the performed by subordinates. So, the theory predicts that is lowered stresses situations that leaders intelligence and strong impact on effectiveness, and in a high stress. And addition of the leaders expertise is more important. So, in a here to realize where like this and tried to use a appropriate leadership style for a particular situations.

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Path-Goal Model

- Attempts to predict leadership effectiveness in different situations.
- Assumes that leaders are effective via positively influencing subordinate motivation, performance ability and satisfaction.
- It is based on expectancy motivation theory and assumes that leaders should clarify to subordinates the behaviors that result in achieving goals (path clarification).

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When you are talking of the path goal model, what it does it attempts to predict leadership effectiveness in different situations. It is stated that the leaders are effective via positively influencing subordinate motivation performance ability and satisfaction. So, it is based on the expectance the model motivation theory and assumes that leaders should clarify to subordinates the behaviors that resulting achieving their goals. That is why this is called path goal theory, the leader as to tell the goal and show them the path how to leave them lead to that goal.

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- The theory proposes four leadership styles:
 1. **Directive leader**—informs subordinates of what is expected of them.
 2. **Supportive leader**—treats subordinates as equals.
 3. **Participative leader**—consults with subordinates and uses their suggestions and ideas in reaching a decision.
 4. **Achievement-oriented leader**—sets challenging goals and has high expectations of subordinate performance, and continually seeks their performance improvement.



It identifies four leadership style directive leader informed subordinates of what is expected of them, supportive leader who treat subordinates as equals. Participative leaders who consults with subordinates and uses their suggestions and ideas in reaching a decision. Achievement oriented leaders who sets challenging goals where people and such performance and continuously seek their performance improvement. So, these are the four different hmm leadership styles.

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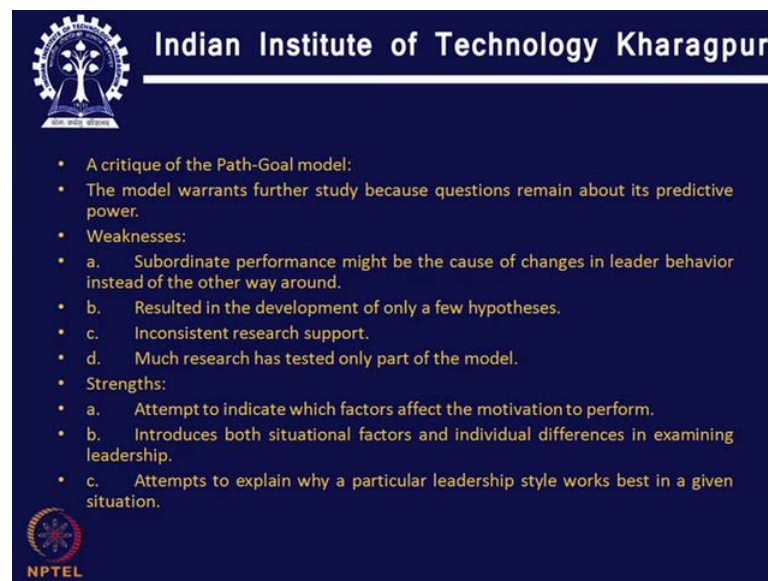
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- It also proposes two types of situational variables:
 1. **Subordinates' personal characteristics**—people who view themselves as very capable are less likely to accept a directive leadership style.
 2. **Environmental pressures and demands, including:**
 - a. Task.
 - b. Organization's authority system.
 - c. Work group—essentially factors not within subordinates' control but that influence performance/satisfaction.
- The theory asserts that leaders motivate subordinates by helping them cope with environmental uncertainties, boosting subordinate expectancies and instrumentalities.



So, other two types of situational variables which was proposes are subordinates personal characteristics, so and the other is environmental pleasures and demands including the task organization authority system work group. And all these factors are there, so in workgroup these are essentially factors which are not under direct are subordinates control, but that influence performance and satisfaction. So, the leadership effects subordinate performance by motivating the subordinates helping them cope with environmental uncertainties boasting subordinate expectancies and instrumentalities.

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The slide features the IIT Kharagpur logo at the top left and the NPTEL logo at the bottom left. The text is as follows:

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- A critique of the Path-Goal model:
- The model warrants further study because questions remain about its predictive power.
- Weaknesses:
 - a. Subordinate performance might be the cause of changes in leader behavior instead of the other way around.
 - b. Resulted in the development of only a few hypotheses.
 - c. Inconsistent research support.
 - d. Much research has tested only part of the model.
- Strengths:
 - a. Attempt to indicate which factors affect the motivation to perform.
 - b. Introduces both situational factors and individual differences in examining leadership.
 - c. Attempts to explain why a particular leadership style works best in a given situation.

The path goal model that is like the still know the concept is not that much developed, we can discuss about its predictive power. Other weaknesses is subordinate performance might be the cause of changes in the leader behavior not the vice a versa. So, it resulted in the in the developmental of only if you hypothesis and the strengths are like attempts to indicate which, what factors affect the motivation to perform introduced both situational factors and individual differences in terms of examining leadership. Then is attempts to explain why a particular leadership style works based in a given situation. So, these we have to take care of the of particular approach, before we are designing to which proper style to use.


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Hersey-Blanchard Situational Leadership Theory


- Situational Leadership Theory (SLT)
- A contingency theory that focuses on followers' readiness; the **more** "ready" the followers (the more willing and able) the **less** the need for leader support and supervision.
- SLT emphasizes leader's ability to judge followers' maturity level and to use the appropriate leadership style.



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When we are talking about Hersey Blanchard style, this is the style which take care of the followers and their development level before we try to reach a particular style, which is suitable to your particular situation. So, situational leadership theory the continuous itself a contingency theory that focuses on followers readiness, the more ready the followers the less than the need for leader support and supervision. So, situational leadership clearly emphasizes free disability to just followers maturity level and to use the appropriate leadership style.

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- **Readiness**—the ability and willingness of people (followers) to take responsibility for directing their own behavior.
- a. Job readiness—knowledge and abilities to perform the job without a manager structuring or directing the work.
- b. Psychological readiness—self-motivation and desire to do a high quality job.



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Readiness is the ability and willingness of people to take responsibility for directing their own behavior. And it can be two-part like to waves of readiness is job readiness and the psychological readiness to job readiness is the knowledge in ability of the jobs at people that they will have a without a manager telling. What to do you know, what this job is exactly about psychological readiness, what you are calling of motivation and desire to do things of high qualities.

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The slide features the IIT Kharagpur logo at the top left and the NPTEL logo at the bottom left. The title 'Indian Institute of Technology Kharagpur' is centered at the top. The main content is a bulleted list of four leadership styles.

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- **Four leadership styles available to managers (Ohio State Studies):**
 - a. **Telling**—leader defines the roles needed to do the job and tells followers what, where, how, and when to do the tasks.
 - b. **Selling**—leader provides followers with structured instructions, but is also supportive.
 - c. **Participating**—leader and followers share in decisions about how best to complete a high-quality job.
 - d. **Delegating**—leader provides little specific, close direction or personal support to followers.

When you are talking of leadership styles are available to managers, there are four leadership style telling selling participating and delegating as also discussed earlier purpose of reputation. And emphasizing in importance in the point telling style is one which leaders defines the roles, needs to do the job one tells followers want where, how and when to do the tasks. Selling is provides followers with structured instructions, but is also supportive. Participating is leader on followers sharing decision about how to do the best how to do particular solution. And delegating his reader provides responsibilities specific load direction or personal support for followers.

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Application of the model

In using the SLT characteristics, the manager must:

- a. Identify followers' readiness (R) state, which lies at the intersection of two distinct variables:
 - i. Task behavior, which calls for guidance.
 - ii. Relationship behavior, which calls for support.
- b. Choose the style (S) that fits the R state.
 - i. S1: telling. Research supports this style over any of the others.
 - ii. S2: selling.
 - iii. S3: participating. Often assumed to be best, but research indicates otherwise; insecure followers may respond negatively to participation.
 - iv. S4: delegating.

Followers become willing to accept more responsibility as other leadership styles become more effective.

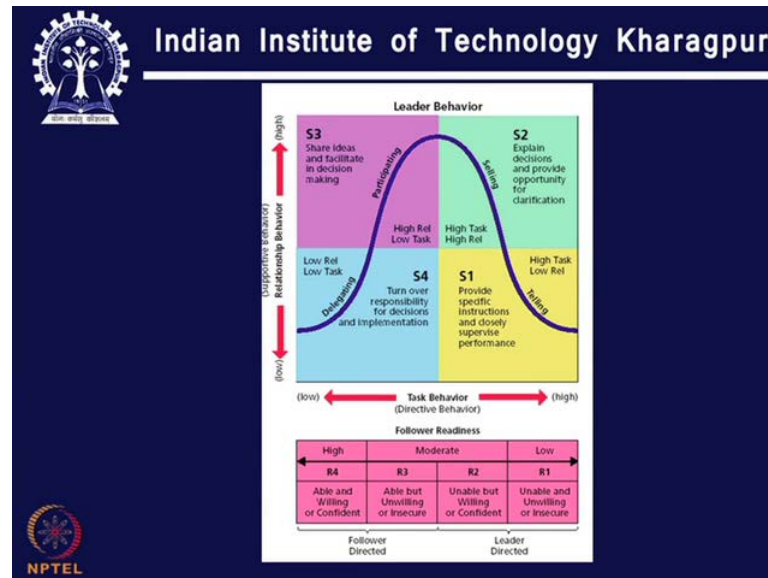


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Then by losing SLT the manager must be very cautious about how to enter in like identify with the followers readiness, task behavior in how to do the guidelines, which will cause guidelines. Then relationship behavior which calls for support, then choose the particular supervisor straight which try to suite the leadership, which tried to feed the subordinates. When that is the proper otherwise like it is not than is not than leadership which is not very effective based on the by that time, people coming to the organizational needs to be or emerge as follows by the time you preferable of change.

So, it is better like to give their readiness of the individuals into concern, when we are talking of the like the faculties, when we are talking about faculties leaders on what type of supervision style that person was going to follow. So, may be disturbing and participating are the delegating style.

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Here you can find like the all the full dealership styles starting from S 1, S 2, S 3 to S 4, S 1 starting with the job is to provide basic instruction closely supervise the performance and it is high task. And low level in this we reach S 4 ton more responsibility for decision and implementation slow, slow relationship no task orientation and below what is known important in the relationship the followers is very important. And it is return from high to low the people are characterized it.

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- Changed readiness to **development level of followers**, defined in terms of followers' current competence and commitment to do the job. Training programs use analysis survey scales to assess participants' attitudes about leadership.
- Conclusions.
- 1. Though attractive to managers, SLT leaves unanswered questions, e.g., does it work? There has been limited testing of the model.
- 2. Hersey and Blanchard have not provided evidence:
 - a. That predictions can be made from SLT.
 - b. Which style is best.

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Situational leadership style though it is attractive to managers it may lead to unanswered questions and like unanswered questions, does it work. Or there is application are also then there is evidence was not supported by Hersey and Blanchard, and the water the predictions that can made from situation leadership style which of the style, which works best the these things are not have been are not built clear from the model.

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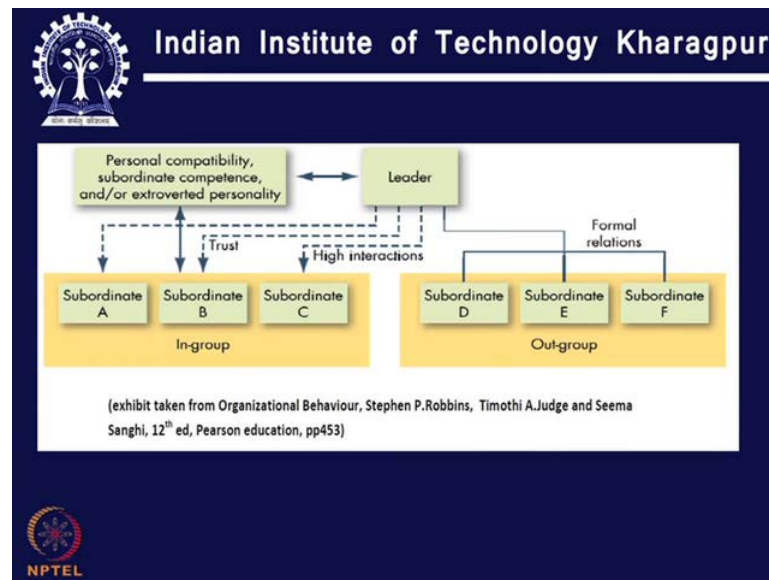


The slide features the IIT Kharagpur logo in the top left corner. The title 'Indian Institute of Technology Kharagpur' is displayed in white text on a dark blue background at the top. Below the title, the subtitle 'Leader-Member Exchange Approach' is written in yellow. A single bullet point in yellow text describes the approach: 'can be used to measure in-group, out-group status. Leaders select certain followers to be "in" (favorites) based on competence and/or compatibility and similarity to leader. "Exchanges" with these "in" followers will be higher quality than with those who are "out". Result: "In" subordinates will have higher performance ratings, less turnover, and greater job satisfaction.' The NPTEL logo is located in the bottom left corner.

Leader member exchange approaches another approach, which is used to measure in group and out group details select certain followers to be in group based on competence and or compact ability. And similarly, to the leader and out groups of people are those were classified is do not see is like you know.

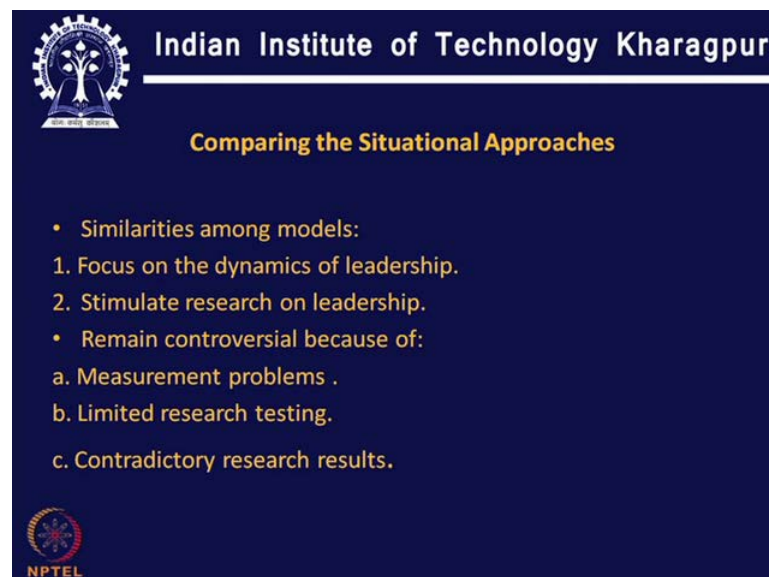
Leader member exchange relationship is used to measure in group and out group and though some people are taking in group members favored based on the competence and compatibility, and similarity to the leaders. Exchange with the in group member is much higher compared with those who are out group in the sense, we do not share the core ideas with the people they are out group and as a result like because the in group members are very close to the leader, what happens? Again greater performance routines and greater job satisfaction.

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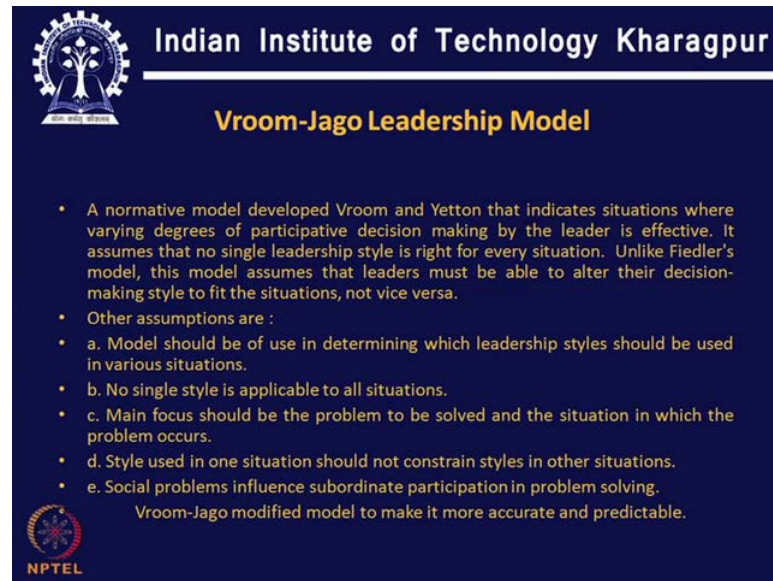
Then finally there is a leader and you find two types of groups like the in group and the out group. Like the members of the in group good communication based on like the trust and interactions and out group members with formal relationships.

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When we compare the situational approaches similarity between the modular. Like focusing the dynamics of relationships, stimulate research and relationship, and they remain controversial to the measurement problems and the limited research testing, and contradictory research results.

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Vroom-Jago Leadership Model

- A normative model developed Vroom and Yetton that indicates situations where varying degrees of participative decision making by the leader is effective. It assumes that no single leadership style is right for every situation. Unlike Fiedler's model, this model assumes that leaders must be able to alter their decision-making style to fit the situations, not vice versa.
- Other assumptions are :
 - a. Model should be of use in determining which leadership styles should be used in various situations.
 - b. No single style is applicable to all situations.
 - c. Main focus should be the problem to be solved and the situation in which the problem occurs.
 - d. Style used in one situation should not constrain styles in other situations.
 - e. Social problems influence subordinate participation in problem solving.


Vroom-Jago modified model to make it more accurate and predictable.

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Vroom-Jago model of leadership this is a leadership style where people have to make decisions and who they are varying the degrees of participative decision making by the leader and how it is effective. It assumes that no single leadership style is right for every situation. Unlike (()) model this model assumes that leaders must be able to alter their decision making style to fit certain situations, and vice versa.

The other assumptions are like it should, this model should be of use in determining week leadership style should be used in various situations no single style is applicable. And main purpose should be on the problem to be solved in the situation in which the problem occurs. Then style which is used in one situation should not be constrained, the style in other should not be a constrain to the style which is used in other situations. Social problems includes (()) problem solving so (()) modified model to make it more accurate and predictable.


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Nature of the Vroom-Jago Decision Styles

- Two key features:
 - a. Employs the same decision process as the original Vroom-Yetton model.
 - b. Retains the criteria against which the effects of participation are evaluated:
 - i. Effects of participation on decision quality.
 - ii. Effects of participation on decision acceptance.
 - iii. Effects of participation on subordinate development.
 - iv. Effects of participation on time.
- **Decision Effectiveness (D_{Eff}):**
 - Depends on decision quality and subordinate commitment. **Decision quality (D_{Qual})** refers to the technical aspects of a decision. A decision is high quality to the extent it is consistent with organizational goals and with potentially available information.




Two key features of this model are implies the same decision process which is there in original Vroom Jago model and which is the criteria against we affix a participation or evaluator. So, it is decision quality decision acceptance and sub ordinate development and participation on time. Decision effectiveness is depends on decision quality and subordinate commitment. Decision quality refers to the technical aspects of decision. So, a decision is high quality to the extend it is consistent with the organizational goals and the potential available information.

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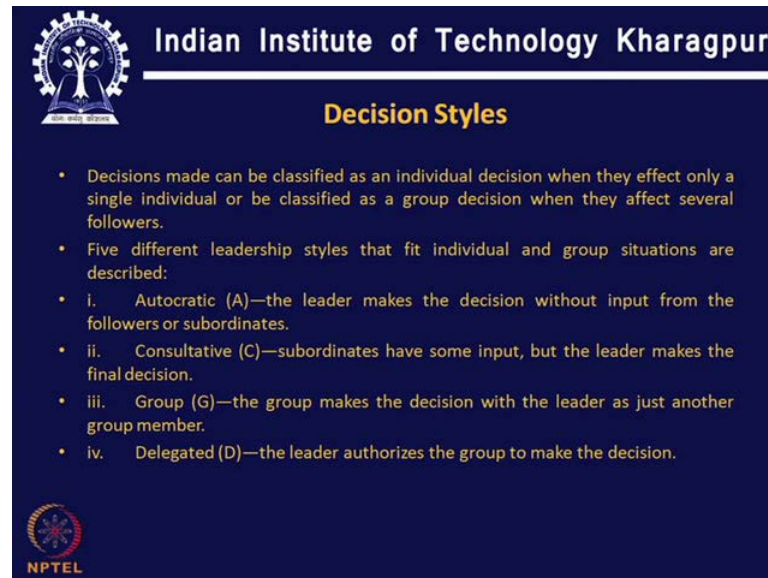
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- **Decision Effectiveness (D_{Eff}):**
 - Depends on decision quality and subordinate commitment. **Decision quality (D_{Qual})** refers to the technical aspects of a decision. A decision is high quality to the extent it is consistent with organizational goals and with potentially available information.
 - **Subordinate commitment (S_{Comm})** refers to acceptance of decision by subordinates as indicated by feelings of commitment and joint ownership.
 - **Decision time (D_{Tp})** refers to the extent to which a decision is made in a timely manner.



Sub ordinate commitment is refers to the acceptance of decision by subordinates, as indicated by feelings of commitment in joined ownership. Decision time refers to the extend to the ownership in a timely manner.

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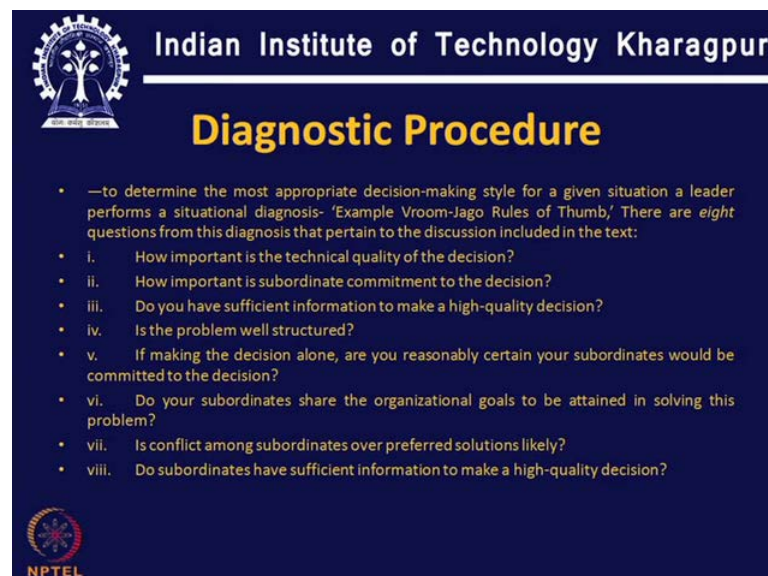
Decision Styles

- Decisions made can be classified as an individual decision when they effect only a single individual or be classified as a group decision when they affect several followers.
- Five different leadership styles that fit individual and group situations are described:
 - i. Autocratic (A)—the leader makes the decision without input from the followers or subordinates.
 - ii. Consultative (C)—subordinates have some input, but the leader makes the final decision.
 - iii. Group (G)—the group makes the decision with the leader as just another group member.
 - iv. Delegated (D)—the leader authorizes the group to make the decision.

NPTEL

Based on this there are a few decision styles like autocratic the leader makes the decision without input from the followers consultative sub ordinates have some input, but the leader makes the final decision. Group the group makes decision as just another group member and delegated is the leader who authorizes the group to make certain decisions.

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Diagnostic Procedure

- —to determine the most appropriate decision-making style for a given situation a leader performs a situational diagnosis- 'Example Vroom-Jago Rules of Thumb,' There are *eight* questions from this diagnosis that pertain to the discussion included in the text:
 - i. How important is the technical quality of the decision?
 - ii. How important is subordinate commitment to the decision?
 - iii. Do you have sufficient information to make a high-quality decision?
 - iv. Is the problem well structured?
 - v. If making the decision alone, are you reasonably certain your subordinates would be committed to the decision?
 - vi. Do your subordinates share the organizational goals to be attained in solving this problem?
 - vii. Is conflict among subordinates over preferred solutions likely?
 - viii. Do subordinates have sufficient information to make a high-quality decision?

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So to know like which decision style is there, there is a diagnostic procedure and the way that we have to diagnose this thing is to ask certain relevant questions that how important is the technical quality to the decision, how important is the subordinate commitment to the decision. So, we have sufficient information to make high quality decision is the problem well structured is making the decision alone. Are you reasonable to certain subordinates committed to the decision do your subordinates, share the goals to be attained is conflict subordinates, conflict in subordinates over preferred solution likely do subordinates have sufficient information to make high quality decision. So, these are few relevant questions that you should ask diagnose what is the leadership style followed.

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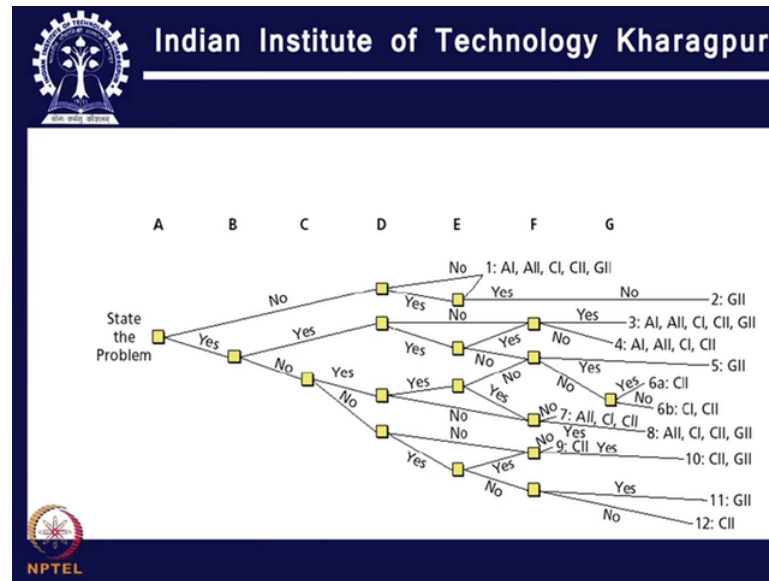
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- AI. You solve the problem or make the decision yourself, using information available to you at that time.
- All. You obtain the necessary information from your subordinates, then decide on the solution to the problem yourself. You may or may not tell your subordinates what the problem is when getting the information from them. The role played by your subordinates in making the decision is clearly one of providing the necessary information to you, rather than generating or evaluating alternative solutions.
- CI. You share the problem with relevant subordinates individually, getting their ideas and suggestions without bringing them together as a group. Then you make the decision, which may or may not reflect your subordinates' influence.
- CII. You share the problem with your subordinates as a group, collectively obtaining their ideas and suggestions. Then you make the decision, which may or may not reflect your subordinates' influence.
- GII. You share a problem with your subordinates as a group. Together, you generate and evaluate alternatives and attempt to reach agreement (consensus) on a solution. Your role is much like that of a chairperson. You do not try to influence the group to adopt "your" solution, and you are willing to accept and implement any solution that has the support of the entire group.



And these are some of the levels like for each of this a 1, a 2 fine like with complexity what you will do. But a particular situation it changes then that changes when you are looking at the different alternatives from the top to bottom.

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And this is how the branching takes place like we state the problem and if we decide on yes for certain particular node. Then go on branching towards yes and yes in that sense and at the end you reach to this particular decisions, that if something is no then what is to be done if something is yes, then what is to be done.

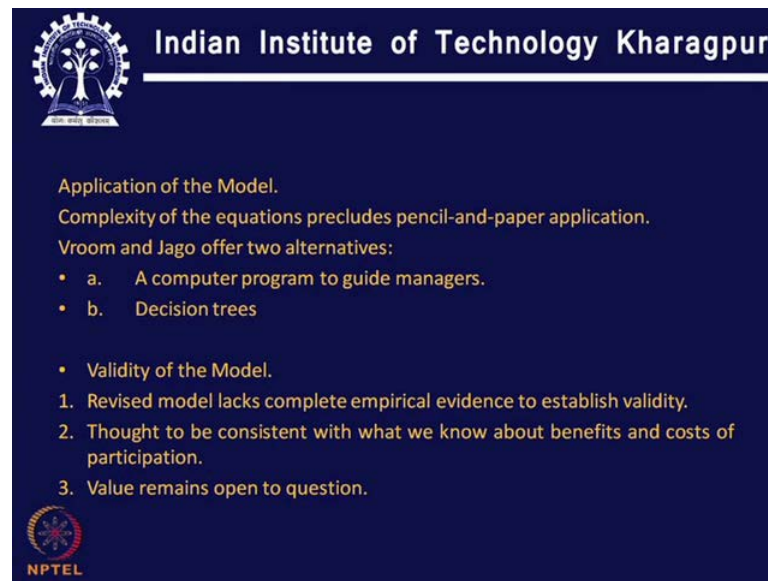
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Decision Styles

- Decisions made can be classified as an individual decision when they effect only a single individual or be classified as a group decision when they affect several followers.
- Five different leadership styles that fit individual and group situations are described:
 - i. Autocratic (A)—the leader makes the decision without input from the followers or subordinates.
 - ii. Consultative (C)—subordinates have some input, but the leader makes the final decision.
 - iii. Group (G)—the group makes the decision with the leader as just another group member.
 - iv. Delegated (D)—the leader authorizes the group to make the decision.

Based on again based on these few questions that you ask to the and weather you are following what style line, you have to put a consultative group that delegate (()).

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Application of the Model.
Complexity of the equations precludes pencil-and-paper application.
Vroom and Jago offer two alternatives:

- a. A computer program to guide managers.
- b. Decision trees

• Validity of the Model.

1. Revised model lacks complete empirical evidence to establish validity.
2. Thought to be consistent with what we know about benefits and costs of participation.
3. Value remains open to question.

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Application of the model is its very complex of the complexity of the equation and so whether you go for decision trees or the you go for a computer based program. And what is the validity of the (()) and how far its empirically established, so how do you know like what is the cost that benefit the participation. And what is the volume for what is the value of the whole process in the sense like how, how, how it's worthy for the prone organization to adopt this money. So, these are some of the validity changes that has to be done.

So, before we end what we find over here we have gone through few of the leadership style. And if you can understand like in this style here we have done this maybe fine known the difference style proposed by the different authors, there are few overlaps in this styles also like when we are talking about (()) style when you are (()) talking of path goaler, when you are talking of (()) model of leadership there are overlaps amongst this theory.

And also there are there are points of difference on these theories, also based on the uniqueness of the theory what they are focusing on at in what situations, it should be used like in (()) lines over here like you understand the need of the situation. And then try to adapt a particular style that suits your purpose. Thank you in the next lecture, we will try to focus more on some of the relationship styles and try to see how culture affects, the different styles and what are the substitutes of leadership.

Thank you.