

**Q. Define Leadership. Explain the various styles of leadership.**

**Ans:-** Leadership is an influence relationship among leaders and followers who intend real changes and reflect their mutual purpose.

With this definition, we accept the following attributes of 'LEADERSHIP'

- Leadership is not an act or set of acts, it is a process.
- Leadership is not just influence, yet it involves influencing others through the leadership. While between the leader and followers, the influence is mutual, together, they influence the environment around them in some way.
- Leadership goes beyond goals. There is a purpose a cause which is broad enough to create a vision that connects followers who might have different individual goals.
- The concept of leadership has been quite visible in areas such as military operations, politics, and management. Within work organization, leadership is no longer exclusively spontaneous or emergent. Leadership can be assigned as a part of the requirement of exclusive jobs of individuals, teams or it can be part of the expectations that members of a role set have from individual teams. Leadership as a managerial function is no longer limited to the top officers. To become a great leader, check out this business speaker.

**Leadership Styles:**

Leadership can be stated as the ability to influence others. We may also define leadership as the process of directing and influencing people so that they will strive willingly and enthusiastically towards the achievement of group objectives.

Ideally, people should be encouraged to develop not only willingness to work but also willingness to work with confidence and zeal. A leader acts to help a group achieve objectives through the exploitation of its maximum capabilities.

In the course of his survey of leadership theories and research, Management theorist, Ralph Stogdill, came across innumerable definitions of leadership.

### **Qualities/Ingredients of Leadership**

Every group of people that perform satisfactorily has somebody among them who is more skilled than any of them in the art of leadership. Skill is a compound of at least four major ingredients –

- The ability to use power effectively and in a responsible manner.
- The ability to comprehend that human beings have different motivation forces at different times and in different situations.
- The ability to inspire.
- The ability to act in a manner that will develop a climate conducive to responding and arousing motivation.

**Leadership styles/types can be classified under the following categories –**

#### **Leadership Style Based on the Use of Authority**

The traditional way of classifying leadership is based on the use of authority by the leader. These are classified as –

##### **Autocratic leadership,**

Use of coercive power to give order and expect compliance. Dogmatic and leads by the ability to withhold or give punishment or rewards, commands and expects compliance.

Some autocratic leaders happen to be benevolent autocrats, willing to hear and consider subordinates' ideas and suggestions but when a decision is to be made, they turn to be more autocratic than benevolent.

##### **Democratic leadership**

Participative leader who usually consults with subordinates on proposed actions and decisions, and encourages participation from them.

Ranges from the person who does not take action without subordinates' concurrence to the one who makes decisions but consults with subordinates before doing so.

##### **Free-rein leadership**

As opposed to autocratic leadership, this leadership style provides maximum freedom to subordinates.

Favors autonomy and exercises minimal control. Gives workers a high degree of independence in their operations.

### **Leadership Continuum**

Propounded by Robert Tannenbaum and Warren H. Schmidt, according to the Leadership Continuum, leadership style depends on three forces: the manager, employees and the situation.

Thus, instead of suggesting a choice between the two styles of leadership, democratic or autocratic, this approach offers a range of styles depicting the adaptation of different leadership styles to different contingencies (situations), ranging from one that is highly subordinate-centered to one that is highly boss-centered.

### **Features of Leadership Continuum**

- The characteristics of individual subordinates must be considered before managers adopt a leadership style.
- A manager can be employee-centered and allow greater freedom when employees identify with the organization's goals, are knowledgeable and experienced, and want to have decision making responsibility.
- Where these conditions are absent, managers might need to initially adopt a more authoritarian style. As employees mature in self-confidence, performance and commitment, managers can modify their leadership style.

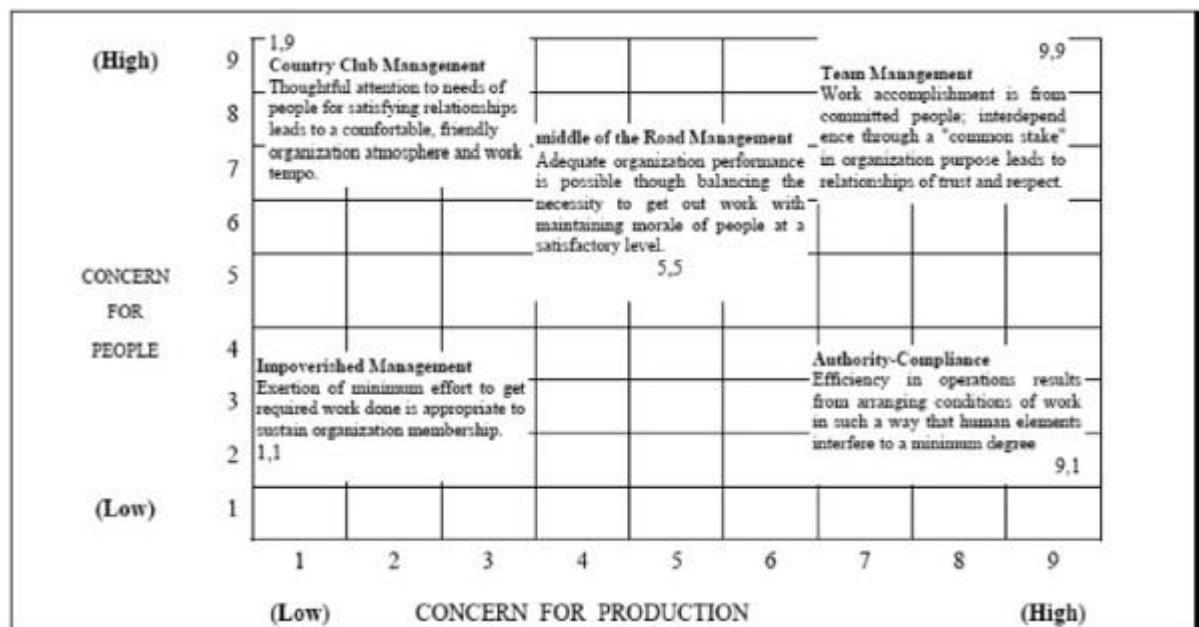
### **Leadership Styles in Managerial Grid**

Developed by Robert Blake and Jane Mouton, this approach as shown in the following grid, has two dimensions –

- Concern for people which includes such elements as provision of good working conditions, placement of responsibility on the basis of trust rather than concern for production.

- Concern for production includes the attitudes of a supervisor toward a wide variety of things, such as quality of staff services, work efficiency, volume and quality of output, etc.

The bi-dimensional managerial grid identifies a range of management behavior based on the various ways that task-oriented and employee-oriented styles (each expressed as a continuum on a scale of 1 to 9) can interact with each other.



### Leadership Styles in Managerial Grid

#### **Management Style 1,1 –**

Impoverished management with low concern for both people and production.

This is called laissez-faire management because the leader does not take a leadership role.

Also known as delegative leadership is a type of leadership style in which leaders are hands-off and allow group members to make the decisions.

#### **Management Style 1,9 –**

Country club management having high concern for employees but low concern for production.

These leaders predominantly use reward power to maintain discipline and to encourage the team to accomplish its goals.

### **Management Style 5,5 –**

Middle of the road management with medium concern for production and for people.

Leaders who use this style settle for average performance and often believe that this is the most anyone can expect.

### **Management Style 9,1 –**

Authoritarian management with high concern for production but low concern for employees exercising disciplinary pressure.

This approach may result in high production but low people satisfaction levels.

### **Management Style 9,9 –**

Democratic management with high concern for both production, and employee morale and satisfaction.

The leader's high interest in the needs and feelings of employees affects productivity positively.

This theory concluded that style 9,9 is the most effective management style as this leadership approach will, in almost all situations, result in improved performance, low turnover and absenteeism, and high employee satisfaction.