





What is Leadership

- Leadership is a process by which an executive can direct, guide and influence the behavior and work of others towards accomplishment of specific goals in a given situation. Leadership is the ability of a manager to induce the subordinates to work with confidence and zeal.
- Leadership is the potential to influence behaviour of others. It is also defined as the capacity to influence a group towards the realization of a goal. Leaders are required to develop future visions, and to motivate the organizational members to want to achieve the visions.
- According to Keith Davis, “Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals.”



Leadership

- Creates an inspiring vision of the future.
- Motivates and inspires people to engage with that vision.
- Manages delivery of the vision.
- Coaches and builds a team, so that it is more effective at achieving the vision.
- Leadership brings together the skills needed to do these things. We'll look at each element in more detail.



Definitions of leadership

- Koontz and O'Donnell, Leadership is the ability of a manager to induce subordinates to work with confidence and zeal.
- 2. Dubin, R. Leadership is the exercise of authority and making of decisions.
- 3. Allford and Beaty, Leadership is the ability to secure desirable actions from a group of followers voluntarily, without the use of coercion.
- 4. George R. Terry, Leadership is the activity of influencing people to strive willingly for group objectives.



Qualities of a Leader

- **Personality:** A pleasing personality always attracts people. A leader should also be friendly and yet authoritative so that he inspires people to work hard like him.
- **Knowledge:** A subordinate looks up to his leader for any suggestion that he needs. A good leader should thus possess adequate knowledge and competence in order to influence the subordinates.
- **Integrity:** A leader needs to possess a high level of integrity and honesty. He should have a fair outlook and should base his judgment on the facts and logic. He should be objective and not biased.
- **Initiative:** A good leader takes initiative to grab the opportunities and not wait for them and use them to the advantage of the organization.

- **Communication skills:** A leader needs to be a good communicator so that he can explain his ideas, policies, and procedures clearly to the people. He not only needs to be a good speaker but also a good listener, counsellor, and persuader.
- **Motivation skills:** A leader needs to be an effective motivator who understands the needs of the people and motivates them by satisfying those needs.
- **Self-confidence and Will Power:** A leader needs to have a high level of self-confidence and immense will-power and should not lose it even in the worst situations, else employees will not believe in him.
- **Intelligence:** A leader needs to be intelligent enough to analyze the pros and cons of a situation and take a decision accordingly. He also needs to have a vision and fore-sightedness so that he can predict the future impact of the decisions taken by him.
- **Decisiveness:** A leader has to be decisive in managing his work and should be firm on the decisions are taken by him.
- **Social skills:** A leader should possess empathy towards others. He should also be a humanist who also helps the people with their personal problems. He also needs to possess a sense of responsibility and accountability because with great authority comes great responsibility.



Purpose of a leader

Leadership plays a fulcrum(central/essential) role and as such a constant reminder about this should be made to every leader. Most people will tell you that leadership is about someone who should be revered, feared, “godified” and glorified Leadership is more than the position that one occupies. Leadership is bigger than the transactions done. Let’s explore seven things that make one a true leader

1. To transform


- Leaders are meant to be at the forefront of transformation. Transformation is about positive change.

2. Solving problems

- A leader is a leader because they solve problems. When the leader stops solving problems, they cease to be a leader. In reality, if a leader stops solving problems, they become a problem themselves. Leadership is for a purpose

3. Everything was created for a purpose.

- Leaders are there to align everything in its right purpose. A true leader sees more than just the ordinary people, but helps individuals discover themselves; their true passion, and purpose. Leaders differ from bosses or managers. People don't want a "BOSS", they are looking for a leader. A leader looks for the best (or true purpose) in people. The leader helps individuals to pursue their purpose. People have different purposes, hence the leader has the purpose of aligning every purpose. This could be in an organisation, company or a country.

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- **4. Produce more leaders**
 - The leader is not there only to help people discover and chase their purpose, but they help followers become leaders.
 - **5. Vision fulfillment**
 - Every organisation has a goal, and it is the duty of the leader to bring all the necessary cogs to work together to fulfil the goals of an organisation. It's not enough to know and fulfil the vision of an organisation, but the leader must have his personal vision. A leader with a vision is a leader with foresight, insight and hindsight.



- **6.Think**
- Best organisations have the best leaders, with the best ideas. Best organisations usually employ the best people. These people are best because they bring new ideas; they think.
- **7.Take the lead**
- Leadership is about providing direction. The leader is like a driver; he should know how to direct the car. He must know or have a map or GPS of where the vehicle is headed. A leader is like a pilot.

Characteristics of Leadership

- It is an inter-personal process in which a manager is into influencing and guiding workers towards attainment of goals.
- It denotes a few qualities to be present in a person which includes intelligence, maturity and personality.
- It is a group process. It involves two or more people interacting with each other.
- A leader is involved in shaping and moulding the behaviour of the group towards accomplishment of organizational goals.
- Leadership is situation bound. There is no best style of leadership. It all depends upon tackling with the situations.


PRINCIPLES OF LEADERSHIP


- Know yourself and seek self-improvement
- Be technically proficient
- Seek responsibility and take responsibility for your actions .
- Make sound and timely decisions Know your people and look out for their well-being
- Keep your workers informed
- Develop a sense of responsibility in your workers
- Ensure that tasks are understood, supervised, and accomplished -
- Train as a team
- Use the full capabilities of your organization




Need of leadership

- A successful business is not only composed of business strategies but also exceptional leadership. A leaderless organization is an army without general, a school without teacher and a family without parents. There are following reasons why good leadership is needed by the business:
 - 1 (Leadership and business objective)
 - . A great leader is the one who is humble, strong and decisive. This helps people to work well together that foster positive vibe in the entire organization. It defines employees the purpose of the business in the market. A leader gives is our “why” and the reason that we are doing what we do.

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- 2 (Leadership and organization culture)
 - There are companies that have amazing branding and goodwill in the market but their internal structure depicts a completely opposite picture. The internal structure is the culture of the organization. The culture of the organization is what increases the employee retention rate. The key players in forming a great organizational culture are the upper management people because they have the authority to create a culture. A culture that appreciates, supports and motivates employee participation increases employee retention rate. A good leadership creates a better work world which increases the productivity and overall efficiency of the business.


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- 3 (Leadership and vision)
 - Leadership provides the sense of purpose to the business. A leader looks forward and sees where the business is headed. It helps us to avert from the catastrophe before it happens. It is essential to realize the need for the business and guide them during the rocky times. It provides the employee with the strategic direction ensuring that all the company employees and department are headed in the same direction. If the company has good leadership the obstacles will seem insignificant. A good leader preserves vision. It taps the vision into the sentiments of the employees.

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- 4 (Leadership and risk management)
 - The environment in which the company is operating is always changing. The element of risk is present all the time. To handle the risk and make the employee aware of the circumstances that appear with the risk a good leadership is crucial. A good leader trains the employees for the future and current risk management. Keeping workforce prepared will help them gain strategic vision which will indirectly add extensive value to the business.



- 5 (Leadership and skill refinement)
- A good leadership helps employees to refine their skills. It helps employees realize their potential talent and polished their skills. It provides the opportunity to practice those skills and enhance them. It shows them the skills that they need to attain a place they inspire to get. This creates equal success for employee and the company.

- 6 (Leadership and values)
- A good leader creates value for the organization in the employees. It focuses employee attention on the values of the organization; it syncs the values within the team so that they are being implemented. The attitude of the leader to the values is modeled by the team. These values create a better workplace for the employees. A great leader starts to live with the values and get employees to follow and believe in the values you do. This helps employees to feel connected to the organization. A famous quote from First Lady Eleanor Roosevelt states that the greatest leaders of all time are the ones who inspire others to have confidence in them rather than just in other leaders.

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- 7 (Leadership and integrity)honest
 - Every business needs a good leadership because he fosters integrity in the organization. Every executive agrees that the core of integrity is truthfulness. When leader practices integrity in the organization, he portrays a message for the employee that when you do the right thing they have nothing to be guilty about. A leader demonstrates to tell truth to the people in each situation because it makes a business a success. The real sign of leadership is how fair one can be when others are been unfair. It makes the business successful because the people out there can rely on you and this is because of the magic of integrity.

Importance of leadership

- **Importance of Leadership:**
- *Initiating Action*
- *Providing Motivation*
- *Providing guidance*
- *Creating confidence*
- *Building work environment*
- *Co-ordination*
- *Creating Successors:*
- *Induces change*



Significance of Leadership

- Leadership is a process of influencing others. The mere use of authority by managers may not lead to results. But when managerial authority is enriched with good leadership, employees start cooperating.
- 1. It improves motivation and morale of employees:
- A successful leader influences the behaviour of individuals. He/she enhances the levels of involvement of the individual employees in their work. The leader creates self-confidence in employees, sustains their enthusiasm and involvement in their work, enhances the motivation and morale of employees and thus helps greatly in the achievement of organizational goals by the employees.

- 2. It leads to higher performance:
 - Leadership motivates the group to strive for achieving the results that is achieving the organizational goals. By increasing the levels of commitment and motivation, a good leader leads the employees to higher levels of performance. Higher performance leads to increased productivity, which results in increased profitability, even in a competitive market.
- 3. It is an aid to authority:
 - Leadership is a process of influencing others. The mere use of authority by managers may not lead to results. But when managerial authority is enriched with good leadership, employees start cooperating. Therefore, formal exercise of authority may not result in success. Authority, when combined with leadership, brings success to an organization.

- 4. It determines organizational success:
 - In the process of unification of group efforts to achieve organizational goals, leadership enhances organizational efficiency. Good managers alone cannot achieve this.
- 5. It helps to respond to change:
 - Organizations today need to quickly respond to changes. A change in the technology, process, methods, and plans (including strategic plans), always encounters resistance from people working in organizations. Leadership can play a great role in implementing change in organizations by creating a conducive environment. People follow leaders. They like to emulate the examples set by leaders. This makes the change process smooth and successful.
- 6. It inculcates values in organization:
 - A value-based organization gets increased commitment and loyalty from its employees. Good leadership being inspirational, it also successfully percolates human values, which shapes the attitude of employees towards work.

Types of Leadership

- Autocratic /directive Leadership
- Laissez-Faire Leadership
- Transactional Leadership
- Transformational Leadership
- Bureaucratic Leadership
- Charismatic Leadership
- Participative /democratic Leadership
- Supportive Leadership
- Achievement Oriented Leadership

Laissez-faire or free-rein leadership style features

- Group members set goals and decide things on their own
- Leader is a passive observer of things
- Leader does not decide, does not control or exercise influence over the group
- Leader abdicates responsibility
- Members operate in an unrestricted environment
- Communication is open and can take any direction

▀ Features of transactional leaders

- Task-centered
- Short-term planners
- Practical
- Passive
- Maintain stability
- Concrete

Features of transformational leadership style

- Independent
- Inspirational
- Initiators
- Active and achieving
- Change-oriented
- Forward thinking
- charismatic

Features of bureaucratic leadership

- Leaders impose strict and systematic discipline on the followers, and demand business-like conduct in the workplace
- Leaders are empowered via the office they hold: position power
- Followers are promoted based on their ability to conform to the rules of the office
- Followers should obey leaders because authority is bestowed upon the leader as part of their position in the company

Autocratic style features

- Centralised power and decision making
- Close supervision and control
- Discipline through rewards/punishment
- One way communication
- Total dependence of subordinates on superior

▀ Features of charismatic leaders

- Confident in their ability & judgement
- They have a vision
- They are unconventional
- They make things happen
- They have extra-ordinary ability
- They do things differently

Features of Participative/democratic style

- Involves people in decision-making
- Attitudes , feelings suggestions of members considered while making decisions
- Freedom of thinking and action available to a reasonable extent
- Two-way, open communication between members
- Opportunity to use one's potential in the service of organisation

Features of supportive style of leadership

- 1. Encourage Teamwork
- 2. Show Commitment
- 3. Focus on Relationships
- 4. Get Your Hands Dirty or involves themselves
- 5.They are empathetic

Features of achievement –oriented style of leadership

- Goals are communicated clearly with this leadership style.
- Deadlines are consistent with These leaders make themselves available to others.
- achievement-oriented leadership.
- Results are easier to achieve with this leadership style.
- It creates a system where rewards can be guaranteed.

UNDERSTANDING THE DIFFERENCES: LEADERSHIP VS. MANAGEMENT

- The main difference between leaders and managers is that leaders have people follow them while managers have people who work for them.
- A successful business owner needs to be both a strong leader and manager to get their team on board to follow them towards their vision of success. Leadership is about getting people to understand and believe in your vision and to work with you to achieve your goals while managing is more about administering and making sure the day-to-day things are happening as they should.

WHILE THERE ARE MANY TRAITS THAT MAKE UP A STRONG LEADER, SOME OF THE KEY CHARACTERISTICS ARE:

- **Honesty & Integrity:** are crucial to get your people to believe you and buy in to the journey you are taking them on
- **Vision:** know where you are, where you want to go and enroll your team in charting a path for the future
- **Inspiration:** inspire your team to be all they can by making sure they understand their role in the bigger picture
- **Ability to Challenge:** do not be afraid to challenge the status quo, do things differently and have the courage to think outside the box
- **Communication Skills:** keep your team informed of the journey, where you are, where you are heading and share any roadblocks you may encounter along the way

SOME OF THE COMMON TRAITS SHARED BY STRONG MANAGERS ARE:

- **Being Able to Execute a Vision:** take a strategic vision and break it down into a roadmap to be followed by the team
- **Ability to Direct:** day-to-day work efforts, review resources needed and anticipate needs along the way
- **Process Management:** establish work rules, processes, standards and operating procedures
- **People Focused:** look after your people, their needs, listen to them and involve them

Management VS leadership

- **Management** is a discipline of managing things in the best possible manner. It is the art or skill of getting the work done through and with others. It can be found in all the fields, like education, hospitality, sports, offices etc.
- **Leadership** is a quality of influencing people, so that the objectives are attained willingly and enthusiastically. It is not exactly same as management, as leadership is one of the major element of management.

Important leadership skills

- **Effective communication**
- **Problem solving**
- **Relationship building**
- **Striving for feedback**
- **Trustworthiness**
- **Empathy for team**
- The Importance of leadership skills cannot be emphasised enough! It forms a strong foundation for your career success as well as the success of any organisation. ssss

Leaders

- Visionary
- Passionate
- Creative
- Inspiring
- Innovative
- Courageous
- Experimental
- Independent
- Shares knowledge
- Trusting
- Initiator
- Does the right thing

V/S

managers

- Rational
- Persistent
- Tough-minded
- Analytical
- Authoritative
- Stabilizing
- Cool reserved
- Implementer
- Acts as a boss
- Deliberative
- Rarely admits to be wrong
- Centralizes knowledge

Leadership is a Partnership and a Shared Responsibility

- Leadership is a **partnership** between leaders and group members and thus involves a sharing of leadership responsibility.
- The power between leaders and group members is approximately balanced meaning this **partnership** occurs when control shifts away from authoritarianism toward shared decision making.
- Additionally, leadership often shifts depending on the expertise needed as most relevant at the moment. What this means is that the most senior individual on a work team is not always the leader based on seniority.

Four things are necessary for valid partnership

- Exchange of purpose
- A right to say “ no”
- Joint accountability
- Absolute honesty

Leadership as a partnership is important because it is linked to the optimistic view of group members

The impact of leadership on organizational performance

- **Autocratic**
- Autocratic leaders are classic “do as I say” types. Typically, these leaders are inexperienced with leadership thrust upon them in the form of a new position or assignment that involves people management. There is no shared vision and little motivation beyond coercion. Commitment, creativity and innovation are typically eliminated by autocratic leadership.



- **Bureaucratic**

- Bureaucratic leaders create, and rely on, policy to meet organizational goals. Policies drive execution, strategy, objectives and outcomes.
- Bureaucratic leaders are most comfortable relying on a stated policy in order to convince followers to get on board. In doing so they send a very direct message that policy dictates direction.
- The specific problem or problems associated with using policies to lead aren't always obvious until the damage is done. The danger here is that leadership's greatest benefits, motivating and developing people, are ignored by bureaucratic leaders.
- Policies are simply inadequate to the task of motivating and developing commitment. The specific risk with bureaucratic leaders is the perception that policies come before people, and complaints to that effect are usually met with resistance or disinterest.



- **Democratic**

- It sounds easy enough. Instead of one defined leader, the group leads itself. democratic leaders are frustrated by the enormous effort required to build consensus for even the most mundane decisions .
- The potential for poor decision-making and weak execution is significant here.
- The biggest problem with democratic leadership is its underlying assumptions that everyone has an equal stake in an outcome as well as shared levels of expertise with regard to decisions. That's rarely the case.
- While democratic leadership sounds good in theory, it often is bogged down in its own slow process, and workable results usually require an enormous amount of effort.



- **Charismatic**

- the most successful trait-driven leadership style is charismatic. Charismatic leaders have a vision, as well as a personality that motivates followers to execute that vision.
- As a result, this leadership type has traditionally been one of the most valued. Charismatic leadership provides fertile ground for creativity and innovation, and is often highly motivational.
- With charismatic leaders , the organization's members simply want to follow. It sounds like a best case scenario. Their leadership is based upon strength of personality.
- As a result, charismatic leadership usually eliminates other competing, strong personalities. The result of weeding out the competition is a legion of happy followers, but few future leaders.



- **Transactional**

- transactional leaders are always willing to give you something in return for following them. It can be any number of things including a good performance review, a raise, a promotion, new responsibilities or a desired change in duties.
- The transactional leaders sometimes display the traits or behaviors of charismatic leaders and can be quite effective in many circumstances while creating motivated players.
- They are adept at making deals that motivate and this can prove beneficial to an organization.



- **Transformational**
- Transformational leaders seek to change those they lead. transformational leaders use knowledge, expertise and vision to change those around them .
- Transformational leaders represent the most valuable form of leadership since followers are given the chance to change, transform and, in the process, develop themselves as contributors.
- ssOrganizationally this achieves the best leadership outcome since transformational leaders develop people.

Role of a leader

- **Required at all levels**
- **Representative of the organization- .**
- **Integrates and reconciles the personal goals with organizational goals- .**
- **He solicits support-**
- **As a friend, philosopher and guide-**


Impact of leadership on organizational performance

- The role of a leader in an organization is to help identify worthwhile goal, help devise appropriate
- strategies to achieve such goals and provide direction and motivation for the group so that agreed upon
- goals can be attained. The leader must recognize the value system that operates in a variety of work
- group and situation. They must listen to questions as well as provide answers. He must comprehend the
- difficulty of being a subordinate so as to understand the fear.



- There are some qualities that a good leader must possess in order to enhance the affairs of an organization; some of such qualities are as follows:
 - □ Ability to be objective: Leaders should examine each situation before making decisions.
 - Objectivity is the ability to look at issues and problems rationally or impersonally without bias.
 - □ Ability to be perceptive: This entails the ability to observe or discover the realities of one's
 - environment. Leaders in organization need to know the objectives and goals of the entire
 - organization so that they can work to support these goals.

- Ability to establish proper priorities: The ability to recognize what is important and what is not. A leader is to know which alternatives are worthy of consideration or not.
- Human relations: This is otherwise called interpersonal relationship. A leader should be strong in his human relations attitude, especially when his job is done through the subordinates.
- Developing and understanding the appropriate human relations skills will earn the leader healthy respect. Ojo (1998) believes that based on the human relations theory, jobs should be designed and work scheduled to ensure that jobs provide workers with meaningful work sense of responsibility as well as opportunity to participate in decisions affecting their job.

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- Crises manager: A leader should be able to settle disputes or differences among his employees as well as issues which impairs employees output.
 - Effective decision: The ability of a manager to plan strategically depends on his effective decision making. Effective decision making in a contemporary management involves defensive avoidance,
 - collecting more and more information about the cost and utility of each alternative and comparing
 - them systematically in order to choose the most effective costs.