

LEADERSHIP

24.1 Introduction

Today we are the citizens of a free and democratic country India, but 50 years back was India a free country? No, India was ruled by Britishers and a long struggle was carried out to achieve freedom for India. This Indian freedom struggle could have been a total impossible dream if it had not been people like Mahatma Gandhi, Pt. Jawahar Lal Nehru and Netaji Subash Chandra Bose. The whole India was guided ably by these people towards the attainment of independence. We call them leaders. The question here arises that why were these people chosen as leaders and what were their characteristics? We can read about this in the present lesson.

24.2 Objectives

After reading this lesson you should be able to :

- state the nature of leadership behaviour;
- state the different views on understanding leadership;
- describe different types of leaders;
- identify a few charismatic leaders;
- the different styles of leadership.

24.3 Who is a Leader ?

It often happens that when any work has to be carried out in a group situation for the attainment of goal, one person is chosen who leads the

group. This person is called the leader and it is because of his/her characteristics that this person is chosen and given the title of a leader. Groups and organizations of all types develop and succeed under an effective leadership. A good leader is not only a good commander but is also able to extract work from his followers and channelise them towards the attainment of the goal. So not only giving commands but also acceptance of requests also becomes an essential part of the leadership behaviour. The leader applies his qualities and skills for achieving the group goals. So we can define as "Leaders are those who have the ability to influence the behaviour of others without the use of force." A leader has to have some characteristics which differentiates him from other people. Some characteristics of successful leaders are:

1. Adaptable to situations
2. Alert towards the social environment
3. Cooperative
4. Decisive
5. Dependable
6. Assertive
7. Persistent and self-confident
8. Knowledgeable

Leadership cannot survive without followership. It is the willingness of people to follow that makes a person leader. People also follow those whom they see as providing means of achieving their goal.

The personality characteristics of the leaders are different than other people. For better understanding it can be divided into the following categories.

- (i) Needs/motives: The leaders like
 - power
 - achievement and are ambitious
- (ii) Temperament: The leaders are found to be
 - Emotionally even and stable
 - optimistic
- (iii) Cognitive orientation : They
 - are intelligent and analytically strong
 - have good intuitive power
- (iv) Interpersonal Relations: The leaders

cooperativeness, interpersonal skills). But not all leaders possess all the traits and many non-leaders may have all of them.

- (b) Situational/Contingency approaches to leadership :** Other than the characteristics of leaders, the situation also sometimes give birth to a leader. In this approach it was believed that leadership depends a lot upon the situation. For example if India had not been ruled by the Britishers — many leaders would not have been identified or accepted. This theory also supports that people follow those whom they see as a person leading to the accomplishment of the task. F.E. Fiedler, a well known psychologist, has given a theory that says that leadership is not only related to the attributes of the personality but also of the situational factors and the interaction of the group and leader.

According to the factor analysis done by the social psychologists two special factors were found. These are

(a) Consideration

(b) Initiative structure

(a) Consideration factor means that the leader is concerned about the other members of the group and encourages communication among the members.

(b) In initiative structure the leader finds the communication sources and defines the working style and process. In this factor the leader tries to take the group close towards its goal. Generally task orientation and initiative structure explains the work of leader in the same way, and the style develops according to this.

c) Situational factors and Interactionist approach :

These factors also prove that communication is a very important factor. That is why the more a person can communicate independently, the more he has the chance of becoming a leader. Today near about all the psychologists accept that "who will be the leader" depends upon the link between the characteristics, style and the situation.

The interactionist approach accepts that the success of leaders style depends upon the group structure, availability of resources, quality of the group members.

The contingency theory is based upon four elements. Out of these four the first is related to the personality of the leader and the rest three with situational factors of the group These factors are.

(1) Personality of the leader

(2) Leader couorker relations

(3) Task structure

(4) Authority

Although definitions of 'leader' and 'leadership' vary, they usually include one characteristic—the fact that the leader somehow influences the activities of the other group members. Definitions vary in their focus on one or another aspect of leadership: the leader as a position in the group structure, the leader as a role or set of expected behaviours, the leader as one or more functions in the activities of the group, and the leader as a person. Accordingly, a leader can be defined as someone who occupies a position in a group influences other in accordance with the role expectation for that position, and coordinates and directs the group in maintaining itself and reaching its goals.

Probably leadership cannot be explained on the basis of either traits alone or situational factors alone; rather the interaction between these factors must be considered in any analysis of leadership.

24.7 Charismatic Leaders

Uptil now we have talked about leaders and different styles of leadership but sometimes it happens that we are awed by a leader and blindly follow the person. We are influenced by their personal charm. These type of leaders are known as charismatic leader.

Charisma is a mysterious human quality which inspires followers to follow the leader without any question. It is an individual characteristic. Let's study about it.

Have you heard the story of how Napoleon came back in Germany and became a leader again. Once when he was turned out of Germany—soldiers were sent to bring him as a prisoner and present him in the royal court. Instead of becoming a prisoner, with his powerful speech, Napoleon turned the royal soldiers into his followers and succeeded in gaining power. He may be called as a charismatic leader.

The charismatic leaders have the ability to carry the masses with them and have a great deal of emotional appeal. These leaders are considered to have some power. Our Indian history is also full of examples of charismatic leaders like Mahatma Gandhi, Vivekananda etc.

Some characteristics of charismatic leaders are—

- ★ followers trust the correctness of the leaders beliefs
- ★ followers accept the leader unquestioningly
- ★ followers obey the leader willingly
- ★ followers beliefs are similar to the leaders

Activity : Identify a few charismatic leaders and the reason for which you find them charismatic.

24.8 Transformational leader :

Transformational leadership is defined as leadership that goes beyond normal expectations by inspiring new ways of thinking. They are sometimes called as super leaders. Transformational type of leadership occurs when leaders broaden and elevate the interests of their employees, generate awareness and accept the purpose and mission of the group.

The transformational leaders appeal to higher values like liberty, justice, peace and equality. They don't encourage emotions like jealousy, fear, hatred etc. They focus on building commitment, stimulating acceptance and empowering the followers. Some characteristics of the transformational leaders

- ★ Provides inspiration and communicates high performance expectations.
- ★ Promotes learning and encourages rationality.
- ★ Give equal personal treatment to each individual.
- ★ Provide the group with a vision and sense of mission

In India, Mahatma Gandhi was an example of transformational leader. When India was struggling for the freedom, he led the whole India low and the mission of accomplishing the goal of a turning India into a 'Free Country'.

Intext Questions 24.2

1. Give the characteristics of a transformational leader.

2. What is charisma ?

24.9 Leader Behaviour

Four kind of leader behaviour is found:

- (1) Directive
- (2) Supportive
- (3) Participative
- (4) Achievement oriented

(1) *Directive behaviour—*

- ★ inform subordinates what is expected
- ★ offering directives on what to do.
- ★ making schedules for the work.
- ★ clarifying the leaders role

(2) *Supportive behaviour-*

- ★ making the work and work environment pleasant
- ★ treating all members equally
- ★ friendly and approachable
- ★ concern for status and needs of followers.

(3) *Participative leader behaviour—*

- ★ involves others in decision making
- ★ consults others
- ★ asks for suggestion

(4) *Achievement oriented behaviour.*

- ★ establishes challenging goals
- ★ expectation of performance at high level
- ★ confidence upon the group members
- ★ stressing excellence and improvement is performance

What you have Learnt

- ★ Leaders are those who have the ability to influence the behaviour of others without the use of force.
- ★ Some characteristics of successful leaders are adaptation, alert, cooperative, decisive, dependable, assertive, self confident and knowledgeable.
- ★ Leadership behaviour can be divided into three types—task performance, group maintenance and participation in decision making.
- ★ Leadership styles according to the previous thoughts were authoritarian, democratic and laissezfaire. The improvised version

of the styles are autocratic, democratic and free reign.

- ★ The approaches to leadership are the great men approach, situational/contingency approach and interactionist approach.
- ★ Charismatic leader are leaders whom the followers follow without any question, charmed by the charisma of the leader.
- ★ Transformational leadership is the leadership that goes beyond normal expectations by inspiring new ways of thinking.
- ★ Leader behaviour is divided into four types directive, supportive, participative, achievement oriented.

Terminal Exercises

- (1) What are some of the characteristics of a leader ? give their personality characteristics.
 - (2) Explain leadership behaviour.
 - (3) What are the styles of leadership according to the new thought.
 - (4) Explain the contingency approach to leadership/
 - (5) Who is a transformational leader ? Explain with example
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Key to Intext Questions.**24.1**

1. Leaders are those who have the ability to influence the behaviour of others without the use of force.
2. (a) True
(b) False
(c) False
(d) True

24.2

1. (a) (i) provides inspiration and
(ii) communicates high performance expectations.
(b) Charisma is a mysterious human quality which inspires followers to follow the leader without any question.

Hints to terminal exercises

1. Refer Section 24.3
 2. Refer Section 24.4
 3. Refer Section 24.5
 4. Refer Section 24.6 (b)
 5. Refer Section 24.8
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